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## PREFACE

This Operations Plan sets out to define operational items necessary for the success of the Marlboro Grand Prix of New York. It describes all operational procedures, pre and post-event, that will need to take place for the event to run efficiently and effectively while seeking to minimize any interference with the normal daily operations of residents, retailers, other impacted parties, Lower Manhattan and the City as a whole.

It should be noted that this Operations Plan incorporates only those inputs and approvals that Motormarketing International has received from the City and impacted parties to date. In order to compile all aspects of this plan, several assumptions have been made. MMI recognizes that future changes will be made to accommodate any agreeable inputs and concerns of the aforementioned parties. Therefore, this draft of the Operations Plan should be viewed only as a documentation of MMI's needs and intentions for the Event set-up, operation and take-down, and to serve as a point of discussion to resolve any further outstanding issues.

MMI will seek to incorporate all subsequent input and concerns so that the final Operations Plan will be acceptable to all parties and race management.

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## MOTORMARKETING INTERNATIONAL

The Marlboro Grand Prix of New York will be organized and promoted by Motormarketing International (MMI). MMI is a division of International Management Group (IMG), the most experienced sports marketing firm in the world.

IMG's main areas of business include:

- ~ The representation of the business affairs of over 700 athletes and classical musicians.
- ~ Television rights representation, distribution and programming.
- ~ The implementation of major sports and classical music events.

IMG is best known for its involvement with event and athletes such as:

- Marlboro Grand Prix Meadowlands (1990 & 1991)
- Winter and Summer Olympics (television)
- Arnold Palmer
- Wimbledon (tennis)
- Ivan Lendl
- Skins Game (golf)
- Danny Sullivan
- World Professional Figure Skating Championships
- Greg Norman
- Itzhak Perlman
- World Gymnastics Championships
- Joe Montana

IMG has 47 offices in 21 countries around the world. Its four New York City offices employ more than 200 people.

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## CART BACKGROUND

Championship Auto Racing Teams, Inc., the official sanctioning body of the PPG Indy Car World Series, was founded in 1978 as a more marketable and progressive alternative to the then conservative governing body of the United States Auto Club (USAC). The co-founders of CART, prominent team owners Roger Penske and U.E. "Pat" Patrick, set out to develop and promote a more visible and marketable open-wheeled racing product than the existing USAC club schedule. They did so by increasing responsiveness to competitors, sponsors, promoters, news media and fans to insure that racing would be treated like a "major league" sport.

CART's inaugural season started on March 11, 1979, at Phoenix International Raceway and concluded 14 races later with its first champion, Rick Mears, winning over \$400,000 for the season.

In 1980, PPG Industries, Inc., became the series sponsor of CART and, after one year, helped to make the series the richest in motorsports history in 1981. At the same time, network television interest in the sport peaked and the first flag to flag coverage of a 500-mile Indy Car event was provided by NBC at the Michigan 500.

With continued exposure came continued growth with milestones coming in:

~ 1983, with a guaranteed television agreement for all events;

~ 1986, with motorsports record prize money of \$15.5 million dispenses;

~ 1989, with CART's first ever \$1 million event purse announced at the Detroit Grand Prix.

1992 and beyond will be banner years for Indy Car racing with a total of six individual \$1 million event purses and more than \$25 million at stake during the 17-race schedule. Attendance figures continue to grow, as well, with average event attendance in 1990 hitting an all-time high of 87,900 on race day and 199,400 over the typical three-day race weekend.

Indy Car's continued growth and eleven straight years of series-wide national television exposure have come as a result of a fulfillment of its original concepts and direction. Hence, the expansion of Indy Car events into major U.S. and International cities such as Detroit, Vancouver, Surfers Paradise (Australia) and now New York City in 1993.

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## EVENT FACT SHEET

WHAT: Marlboro Grand Prix of New York -- Indy Car Race

WHEN: Saturday and Sunday, July 10 and 11, 1993.  
Feature Event -- Sunday, July 11, 2:00 PM.

WHO: There will be a starting field of 25-28 drivers featuring the greatest names in Indy Car Racing. Expected to compete: Rick Mears, Emerson Fittipaldi, Danny Sullivan, Mario, Michael and John Andretti, ~~Eddie Cheever~~, Arie Luyendyk, Paul Tracy, Al Unser Jr., Bobby Rahal, Scott Pruett, Robbie Gordon and many more.

WHERE: Lower Manhattan (temporary street course) running successively on West, Liberty, Church and Vesey Streets.

DISTANCE: 200 miles on the seven-turn, 1.24 mile course (162 laps)

TELEVISION: *National* - ABC 2 1/2 hour live broadcast (10 to 12 million viewers).  
*International* - various broadcasts to 50 million viewers worldwide in 67 countries (See Exhibit A - Page 39).

ANTICIPATED  
PAID ATTENDANCE: 50,000

ANTICIPATED  
OVERALL  
ATTENDANCE: 110,000

EVENT  
FOUNDATION: New York Grand Prix Foundation

### NEW YORK GRAND PRIX FOUNDATION

The Marlboro Grand Prix will benefit the New York Grand Prix Foundation, supporting youth related programs in New York City Public Schools. At Least \$8 million in funding will be generated over the next ten years for an ongoing series of traffic safety, after-school and summer educational programs.

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**On-Site  
Construction**

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## FIXED-STRUCTURE

### Grandstand #1:

Location: SW corner of West and Murray Streets  
Dimensions: 216' long, 49' wide (with stairs), 23' high  
Capacity: 3,000 bench seats  
Manifest: 5 Sections, 22 rows each  
Obstructions: Several small trees

### Grandstand #2:

Location: NW corner of West and Vesey Streets  
Dimensions: 138' long, 49' wide (with stairs), 23' high  
Capacity: 1,876 bench seats  
Manifest: 3 Sections, 22 rows each  
Obstructions: Several small trees

### Grandstand #3:

Location: West Street between Vesey and North  
Pedestrian Bridge  
Dimensions: 216' long, 32' wide (with stairs), 18' high  
Capacity: 2,182 bench seats  
Manifest: 3 Sections, 16 rows each  
Obstructions: One lamppost, one streetlight

### Grandstand #4:

Location: West Street south of North Pedestrian Bridge  
Dimensions: 216' long, 32' wide (with stairs), 18' high  
Capacity: 2,182 bench seats  
Manifest: 3 Sections, 16 rows each  
Obstructions: One lamppost and Two World Financial Center  
Driveway

### Grandstand #5:

Location: Placed successively along Church Street  
between Liberty and Vesey Streets  
Dimensions: 216' long, 49' wide (with stairs), 23' high  
Capacity: 3,000 bench seats  
Manifest: 5 Sections, 22 rows each  
Obstructions: Two street lamps

### Grandstand #6:

Location: Placed successively along Church Street  
between Liberty and Vesey Streets  
Dimensions: 216' long, 49' wide (with stairs), 23' high  
Capacity: 3,000 bench seats  
Manifest: 5 Sections, 22 rows each  
Obstructions: Two street lamps

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Grandstand #7:

Location: Placed successively along Church Street  
between Liberty and Vesey Streets  
Dimensions: 216' long, 49' wide (with stairs), 23' high  
Capacity: 3,000 bench seats  
Manifest: 5 Sections, 22 rows each  
Obstructions: Two street lamps

Grandstand #8:

Location: SE corner of West and Warren Streets  
Dimensions: 138' long, 49' wide (with stairs), 23' high  
Capacity: 1,876 bench seats  
Manifest: 3 Sections, 22 rows each  
Obstructions: Fencing

Grandstand #9:

Location: SE corner of West and Chambers Streets  
Dimensions: 102' long, 49' wide (with stairs), 23' high  
Capacity: 1,412 bench seats  
Manifest: 3 Sections, 22 rows each  
Obstructions: Fencing

*TEMPORARY UNITS*

Grandstand A

Location: N of West and Chambers Streets - On the  
street (middle lanes)  
Dimensions: 42' long, 24' wide, 8' high  
Capacity: 248 bench seats  
Manifest: 8 rows, 31 seats per row  
Obstructions: None

Grandstand B

Location: N of West and Chambers Streets - On the  
street (S'bound lanes)  
Dimensions: same  
Capacity: as  
Manifest: Grandstand A  
Obstructions: None

Grandstand C

Location: N of Vesey and Church Intersection - On the  
street  
Dimensions: same  
Capacity: as  
Manifest: Grandstand A  
Obstructions: None

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#### Grandstand D

Location: S of Church and Liberty Streets - On the street  
Dimension: same  
Capacity: as  
Manifest: Grandstand A  
Obstructions: None

#### Grandstand E

Location: Median Island 130 yards N of Liberty Street on West Street  
Dimension: same  
Capacity: as  
Manifest: Grandstand A  
Obstructions: None

#### Grandstand F

Location: West Street Just North of Grandstand E - On the street  
Dimension: same  
Capacity: as  
Manifest: Grandstand A  
Obstructions: None

Grandstand Totals: 15 for a total of 23,016 Seats

### GENERAL ADMISSION

There will be a minimum of three separate General Admission areas, located on the North, South and West sides of the World Trade Center (See Exhibit D - Page 47). Each will have a finite capacity as determined by the NYPD, LGA, and MMI so as to ensure the comfort and safety of all ticket holders.

The preliminary capacity estimations for each of the areas are as follows:

<u>LOCATION</u>	<u>NO. OF SPECTATORS</u>
South GA	4,000
West GA -	13,000
North GA	<u>9,000</u>
ESTIMATED TOTAL	24,000 spectators

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MMI has begun working with BPCA and the Parks Department to properly address this matter.

## CATERING

In keeping with the upscale environment of the Hospitality Park, MMI is also evaluating proposals from reputable New York area caterers to service each of the Hospitality tenants and Pit Row Suites. MMI will work closely with the selected vendor to develop the Official Grand Prix Menu by gathering input from IMG's European hospitality experts and from event sponsors themselves. The final menu will feature a wide selection of hot and cold food items as well as beer, wine, spirits and non-alcoholic beverages.

The official caterer for the event will also handle the majority of the special events surrounding the Grand Prix. MMI will make its caterer selection by November 15, 1992.

## EXHIBITION PARK

MMI will set-up an Exhibition Park made up of adjoining 10' x 15' tents running along the north curb of Vesey Street opposite the Merrill Lynch entrance to the World Financial Center (See Exhibit E - Page 48). Each of these booths will be utilized primarily for Event Sponsor product sampling and displays.

Capacity:	Up to 65 booths
Set-up:	Beginning Thursday July 8
Tear Down:	Beginning Sunday July 11 immediately after the event
Special Requirements:	Limited power to designated booths, typically 110 volts @ 20 amps.

The entire row of tents will be anchored in front with cement blocks and along the back to the existing chain-link fence. No holes will be drilled into the street, curb or sidewalk to stake these structures.

## TEMPORARY STRUCTURES

There will be three types of structures built and dismantled for the event: grandstands, tents for hospitality and exhibition space, and scaffolding for miscellaneous purposes. The first two items have been

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## ADMISSIONS

MMI has retained the services of Lee Gounardes and Associates (LGA), the leading crowd control and safety administrative firm in New York City. They have successfully administered crowd planning for several large events in Lower Manhattan including the Columbus Day Quincentennial and the Macy's 4th of July Fireworks. Each of these events has had crowds in excess of 450,000 spectators. Lee Gounardes and his partners Frank Seddio and Charles Johnson draw on their experience each has had in their tours of duty within the New York Police Departments and City Government.

The preliminary crowd safety and security plan being developed by LGA and MMI will be completed by September 8, 1993. The basic elements of the plan are described below:

### OVERVIEW

With PATH trains and subway service feeding directly into the World Trade Center Concourse, MMI and LGA will institute an admissions plan for both the interior and exterior of the race circuit. This aspect of the event will require extensive coordination with the Port Authority, Battery Park City Authority, and Olympia and York so that the system set forth below works effectively.

The preliminary admissions plan seeks to keep the entire World Trade Center Concourse and Plaza open for public access. Likewise, it will allow WTC tenants to gain access to the elevator banks that lead to all World Trade Center offices. Finally, the North Bridge, Banker's Trust Bridge and the narrower of the two Seven WTC Bridges will also be kept open for public egress. This will allow two-way access across the race course for those who need to get inside or outside of the WTC complex. Additionally, it allows those residents and tenants of Battery Park City open access across West Street.

In order to discourage spectators from accumulating on these bridges to view the event, MMI is negotiating with BPCA and O&Y seeking to hang a bridge sign on the outside of each bridge side that will have a view of the course. Each sign will run the length of the bridge and be hung by wire connected on the roof of the bridge and anchored by wire to street hardware at the bottom. The top of the sign will begin 10 feet from the bridge floor, thereby obstructing any view of the street level. This will still leave eight feet of window space unobstructed above the sign to allow sunlight inside.

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In the case of the open air Banker's Trust bridge, MMI is negotiating with the Bank and the Port Authority proposes to affix eight foot high panels of plywood along the entire length of both sides of the bridge covered with signage for aesthetics.

Additionally, there will be a strong security presence along each bridge to help keep people moving. This will prevent pedestrians from building up to a dangerous level of weight.

#### **RESTRICTED AREAS**

In order to secure ticketed spectator areas, the Pits, Paddock and other event functions, CART and MMI will need to restrict access to the following areas with this admissions plan:

##### **1) Port Authority Property (See Exhibit F - Page 49)**

- a) The entire sidewalk area along the inside of Liberty Street from the One WTC doorways up to a point short of the Liberty Street doorways from the Concourse - General Admission.
- b) The entire sidewalk and service drive area along Church Street between Liberty and Vesey Streets - Grandstands.
- c) The entire sidewalk area along the inside of Vesey Street from Church Street down to a point short of the escalator leading up to the Plaza area - General Admission.
- d) All WTC terraces along West and Vesey Streets - Television camera locations, and limited VIP seating.

##### **2) Battery Park City Property (See Exhibit G - Page 50)**

- a) The entire area encompassed by Parcels #25 and #26 - IndyCar Paddock.
- b) The service drive and sidewalks along West Street between Liberty to Chambers Street - Grandstands, Handicap Seating, Pit Row Suites and Pit Row.

##### **3) Miscellaneous Property (See Exhibit F Page 49)**

- a) The private parking lot(s) between Chambers and Warren Streets along West Street - Grandstand 9.
- b) The private parking lots between Warren Street and the College of Insurance Building - Grandstand 8.

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In each instance, MMI will work with CART to establish a front line in each area for spectator fencing that is set back a safe distance from the course block and fence.

Finally, MMI may seek to negotiate the partial use of buildings that surround the course for any number of operational or hospitality purposes. Any such situation will be communicated to the NYPD along with other Authorities as required.

#### **PROPOSED ADMISSIONS POINTS**

The preliminary admissions gates and spectator area access locations are as follows:

1) **WTC Concourse Admissions** - For those ticketed spectators arriving by PATH train or by any of the four subway lines, there will be three gates outside the Liberty, Church and Vesey Street doorway exits leading from the WTC Concourse (See Exhibit H - Page 51). Each gate will be removed 20 to 25 feet away from each set of doorways in order to mitigate a build-up of people inside the concourse doors. The gate area outside each set of doorways will be defined by the 3' x 8' free-standing, interlocking "bicycle fence" commonly used by New York City Police and DOT for crowd control. Along the front line of the fence at each gate will be eight to ten turnstiles for spectators to pass through.

One uniformed ticket taker will be stationed at each turnstile and rotate others in four-hour shifts. Also, there will be several volunteers, directional signage and kiosks just outside each gate to direct spectators to the grandstand and general admission areas.

Finally, there will be an appropriate number of uniformed security personnel stationed at each gate to monitor the area and control access.

#### **2) WTC Plaza Admissions**

There will be security personnel stationed at the four narrow stairwells that pass from the Plaza, on both sides of the two World Trade Center Towers, to the street level and all terrace areas (See Exhibit I - Page 52). These will prevent spectators from gaining access to the restricted areas but will allow emergency personnel through. Additionally, it is recommended that same is done at all World Trade Center Tower and Vista Hotel doorways that lead to the street level.

With this system in place, access to the grandstands and general admission areas can only be gained through the Church Street Plaza entrance once on the Plaza. It is

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here that we will set up a fourth admissions gate area with 10 turnstiles, admissions personnel and security.

### **3) Battery Park City Admissions (See Exhibit G-Page 50)**

**North Gates** - Vesey, Murray, and Chambers will be closed approximately 40 feet east of North End Avenue from the public. This will be done with a system of temporary fencing along with vehicle gates to allow access for emergency vehicles. At the Vesey Street closure, there will be ten turnstiles with the appropriate amount of ticket takers and security. This will serve as the primary admission point for Grandstands 1 and 2, the IndyCar Paddock, and the Pit Row Suites.

**South Gates** - West Street just north of Liberty Street will be closed off from the race course edge with temporary fencing running west onto the north side of the Liberty Street sidewalk to the building edge of the 2 WFC Building. Similar to the North Gates on Vesey, there will be ten turnstiles and admissions personnel stationed there. This admission point will allow ticketed spectators access to their seats in Grandstands 3, 4, E and F access to their seats.

This plan still allows for complete access throughout the complex for residents and tenants during the Event weekend. Additionally, the North Cove Link along the Hudson River will remain open for the general public to pass between the Stuyvesant High School and the World Financial Center and other Battery Park City buildings.

### **4) Exterior Admissions (West Street Grandstands)**

The "race circuit" is defined as all public property (including all streets, sidewalks and public buildings) one block removed from the race course itself. This will include the Battery Park City property from Chambers to Liberty Streets between the Hudson River and West Street.

For safety and insurance reasons, the general public will be restricted from direct access to the course itself. MMI will coordinate with the NYPD and DOT to develop a system where temporary fencing will be set-up from a building edge across sidewalks, and the street surface, to the opposite building edge. In each case it would be one block removed from the course at every street running into the course except those that need to remain open to accommodate public egress from the World Trade Center to the outlying area. In each instance, there will be security personnel to monitor the area.

MMI will determine at a later date if any secured general admission areas will be added along the course,

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thereby requiring gates, turnstiles and ticket takers at the appropriate areas. Otherwise, all open areas, excluding existing private buildings, will be restricted from the general public.

Finally, MMI will provide and install all directional signage and kiosks in and around the circuit to inform spectators of the locations of gates, grandstands, restrooms, concessions, etc.

## PEDESTRIAN EGRESS

It is MMI's and LGA's objective to ensure safe, uncongested egress in, around and outside the race circuit for all event spectators, area residents, building tenants, and the general public throughout the Event weekend. To achieve this, MMI and LGA will work closely with the Port Authority, BPCA, Olympia & York, and the NYPD to address everybody's concerns so that a final plan will be acceptable to all parties.

There are two primary channels of pedestrian egress that will receive particular attention in order to provide uninterrupted access around the circuit area for the public, tenants, and spectators:

### *1) Between WTC Plaza/Concourse and Outside Course*

MMI is proposing to utilize the Bankers Trust and the Seven World Trade Center pedestrian bridges for the primary means of public egress from the World Trade Center to the exterior of the course.

MMI will coordinate a system of directional signage kiosks that will direct the public from the Concourse level onto the Plaza level via the One & Two World Trade Center doors and across either bridge.

MMI has begun a dialogue with the Vista Hotel to work out a system that will direct hotel guests across the Banker's Trust Bridge to Edison parking lot at the Southeast corner of the West and Liberty Street intersection that can serve as a pick-up and drop-off point for taxis and buses. An additional option may be to channel guests in and out of the hotel via the underground World Trade Center garages where they can also be picked-up and dropped-off as needed. MMI will coordinate several volunteers to assist the bellhop union members at the Vista with guest luggage, information and directions. In both scenarios, MMI will coordinate this effort with a taxi company to ensure that taxis will be available at the appropriate point(s).

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## 2) *Between WTC Plaza and Battery Park City*

The North Pedestrian Bridge crossing West Street just south of Vesey Street will serve as the primary spectator express between these two areas. This is also designated as a public area and will allow World Financial Center employees and Battery Park City residents uninterrupted access to and from the World Trade Center Plaza and Concourse.

## STREET AND DRIVEWAY CLOSURES

Race weekend, there will be a total of 27 closures at points where streets and driveways run into the course. These will occur at the following intersections (See Exhibit J - Page 53):

### A) *Streets*

1. West Street just north of Chambers Street
2. Chambers Street service drive for Stuyvesant High School
3. Murray Street at West (west side)
4. Vesey Street at West (west side)
5. West Street just north of Liberty Street
6. Washington Street at Liberty
7. Greenwich Street at Liberty
8. Church Street at Liberty (south side)
9. Liberty Street at Church (east side)
10. Cortland Street at Church
11. Dey Street at Church
12. Fulton Street at Church
13. Vesey Street at Church (east side)
14. Church Street at Vesey (north side)
15. West Broadway at Vesey
16. Washington Street at Vesey
17. Barclay Street at West
18. Murray Street at West (east side)
19. Warren Street at West (east side)
20. Chambers Street at West (east side)

### B) *Driveways*

- A) Two World Financial Center Garage
- B) One World Trade Center Driveway
- C) Vista Hotel Service Garage
- D) Vista Hotel Driveway
- E) Six World Trade Center Service Garage
- F) Six World Trade Center Service Garages
- G) Seven World Trade Center Service Garage

CART and MMI will determine which of these intersections will be completely closed with block and fence on the event weekend, or if it is safe to stagger the openings

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in order to allow vehicles to pass through when the track is "cold".

## MOTOR VEHICLE ACCESS

Aside from all the race-related activities taking place throughout the weekend, MMI has addressed with CART the need to designate some periods throughout Saturday morning and afternoon and Sunday morning to allow restricted vehicle access to the course. The only vehicles permitted on the course at these times will be retail, World Trade Center, World Financial Center, Vista Hotel vehicles, etc., that need to pick-up or drop-off passengers and/or small delivery items. Additionally, the City and impacted Authorities will identify to MMI their own vehicles which must also gain access to the course.

Each of these entities will receive an MMI issued flag to attach to the vehicle's aerial allowing it to enter the course. Vehicles not cleared five minutes prior to the course closing will be towed. A nearby lot will be designated for all towed vehicles. MMI will contract the services of a private towing company to assist in this manner and to help CART in its operations.

### A. Times (See Tentative Event Schedule)

MMI has tentatively scheduled the following course access periods race weekend:

#### Saturday, June 5

7:45 a.m. ----->  
9:45 a.m. -- 10:15 a.m.  
12:30 p.m. -- 12:50 p.m.  
3:35 p.m. -- 3:55 p.m.  
6:45 p.m. ----->

#### Sunday, June 6

7:30 a.m. ----->  
12:00 p.m. -- 12:15 p.m.  
4:05 p.m. -- 4:20 p.m.  
5:00 p.m. ----->

### B. Locations

1. North Entrance - West Street one block North of Chambers Street
2. South Entrance - West Street one block South of Liberty Street
3. East Entrance - Vesey Street one block East of Church Street

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Properly credentialed vehicles will be permitted to access the course at these locations and travel clockwise on the course. They will be allowed to stop only at their pre-designated destination and must be off the course five minutes before the track is closed.

MMI will have a strong security presence at these points and around the track to enforce this system.

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Event Safety

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## SECURITY

By September 8, 1992, LGA will submit a comprehensive security plan in coordination with Port Authority and Battery Park City security personnel. LGA will be responsible for the overall security administration prior to, during and following the event. The plan will address all crowd control issues including ingress and egress of pedestrians into and throughout the World Trade Center, World Financial Center and all other public areas throughout the defined circuit.

This Security Plan will have specific figures of manpower throughout the circuit. Additionally, it will break down posts within Battery Park City and the World Trade Center where a security presence is needed.

Generally, there will be specific security assignments in the following areas:

- a) Hospitality Park
- b) Pit and Paddock Area
- c) Each Grandstand
- d) Each General Admission Area
- e) World Trade Center Plaza and Buildings
- f) Battery Park City Property and Buildings
- g) Ticket Office
- h) Credential Office
- i) Media Center and Press Room
- j) Pedestrian Bridges

Appropriate arrangements will be made in conjunction with the NYPD for marine and air patrol of the general area.

Additionally, MMI will designate specific areas that will need security personnel around the clock from the Monday before the event through the Tuesday following the event to protect various equipment throughout the course.

## MEDICAL

CART identifies the safety of participants, spectators and officials as the top priority in every event it sanctions. MMI will accommodate CART with its various needs so that these standards are adhered to throughout every aspect of the Event.

The CART safety team, which is provided at each event, maintains on-course safety to the rule book guidelines including medical, rescue and fire response units on course (See Exhibit K - Page 54). These are always on hand during all race activities to ensure that the race

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course is clear for racing and to take immediate steps in case of an emergency. Medical teams are always on-site and have immediate access to the track if and when needed.

Additionally, MMI will set-up two primary medical stations to handle any minor spectator injury or ailment. Located in Battery Park City and the World Trade Center Plaza, each station will be equipped and staffed to handle any such situation. Ambulances will be in close proximity to each, if a spectator requires hospital care.

Once a hospital is identified, MMI will work with it and EMS to develop a formal medical emergency plan that will consider all possible emergency scenarios.

## **FIRE**

MMI has reviewed event details with New York City Fire Marshals and Lieutenants. By January 15, they will submit to MMI their recommendations to best handle any fire scenario. This will include an itemization of the types and quantities of equipment as well as staging locations so that their planning is well coordinated..

It is MMI's responsibility to make sure that NYFD and CART maintain clear lines of communication throughout the planning and implementation stages.

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## EVENT VOLUNTEER STAFFING

MMI will solicit and supervise a total of approximately 350 volunteers. These individuals will be divided between seven different race functions.

The estimated personnel amount and their functions are as follows:

1) Hospitality Hosts and Hostesses -	40
2) Course Workers (SCCA) -	150
3) Admissions and Ticket Takers -	100
4) Exhibition Row Helpers -	15
5) Media Center Assistants -	8
6) Credential Office Assistants -	10
7) Miscellaneous Personnel -	15
<b>VOLUNTEER TOTAL (approx.)</b>	<b>338</b>

MMI will conduct training sessions for all volunteers the week of June 28. There will also be early morning breakfast debriefings Saturday and Sunday at least one hour before the gates open.

## TICKETING

### 1) *Ticket Office*

MMI will open a ticket office in MMI's race office that will be fully operational beginning February 15, 1993 and maintain it through the middle of August. Additionally, MMI is negotiating with Olympia and York to set up a ticket and event information booth near the Winter Gardens. Likewise, current Port Authority negotiations include utilizing the ticket center on the Two WTC mezzanine.

The general public will be able to order tickets in person or by phone during normal business hours Monday through Friday and for during reduced business hours on Saturdays.

### 2) *Ticket Packages*

Event tickets will be packaged several different ways to accommodate the different types of spectators, groups, and organizations interested in attending the event.

There will be at least three types of seating for sale: box seats, grandstand seats, and general admission areas.

a) **Box Seats** - This will be the premium grandstand seat offered at the event. Located in grandstands

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#1 and #2, these boxes will be divided on a 4, 8, or 12 seat basis depending on the size of the party. These will be offered as part of sponsorship packages and will also sold individually. All box seating will be reserved for Saturday and Sunday admission. These seats will be made of Samsonite type chairs with seatbacks.

b) **Grandstand Seats** - This will be the primary form of reserved seating. Unlike box seats, grandstand seating will be sold Saturday only admission, Sunday only admission, and both Saturday and Sunday admission. These will be priced based upon the grandstand's location and the day(s) of admission. grandstand seats will be aluminum bench seating.

c) **General Admission** - The general admission areas are specific locations on the course for spectators to stand and view the race. Each area, as is the case for all types of seating, will be sectioned off and only those people holding G.A. passes will be allowed to enter. MMI is currently determining final GA capacities the NYPD and LGA. No tickets will be sold beyond these predetermined capacities so as to ensure the safety and comfort of the spectators.

## CREDENTIALS

The multitude of distinct race functions require access to specific areas of the race circuit and command posts. A sophisticated credentialing system is being developed that will clearly delineate the varying degrees of access specific to each credential. The system will be implemented by MMI and CART in order to control restricted areas for use by the appropriate parties.

Credentials will be distributed primarily to CART officials, event staffing volunteers, media and certain sponsor representatives. Each credential allows varying degrees of access to the course, pits, paddock and command posts.

Anyone receiving credentialed access to the course and adjacent areas will be required to sign a liability waiver indemnifying all parties, including MMI, the City and its Agencies and Authorities. Individuals will only be able to pick-up their credentials in person so that they sign their liability waiver. No credentials will be sent through the mail.

MMI will distribute credentials from a Credential Office set up next to the MMI race offices. This office will process credentialed applications submitted by the media and compile the comprehensive list of event staff

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credentials. The office will then open on Tuesday morning before the Event and begin distribution of all credentials throughout the week. The office will be staffed by a Credentials Manager and a staff of 6-8 assistants.

## MEDIA CENTER

MMI will locate the Media Center in The Hotel Millenium. At the appropriate time, MMI will schedule a meeting at the Millenium with Ken Sunshine of MMI, Emily Bruce of Philip Morris and Cohn and Wolfe representatives to review the media space and determine how it can be best utilized.

The Media Center will perform three primary functions:

- 1) Press room - All formal pre and post-event interviews will take place in this room located in close proximity to the Media Center. This room will provide a setting for drivers, team officials, CART and MMI to communicate event information and conduct open interviews. Additionally, there will be three smaller break-out rooms to allow designated media to conduct one-on-one interviews.
- 2) Work Area - The core of the Media Center is the work area for media personnel. There will be all necessary tables, chairs, telephones, power outlets, television monitors, office equipment, volunteers, etc., for each media representative to operate as efficiently as possible. All laptop computers and video editing equipment will be provided by the media.
- 3) Press Material Distribution - MMI will set-up a rack system that will hold a wide array of press materials. It will include event, team and sponsor press kits along with a variety of event fact sheets and pamphlets.

MMI recognizes the extreme importance of the media to convey a positive image of the event and the City and will do everything possible to accommodate them.

## COMMUNICATIONS

A comprehensive communications system is being developed that will utilize telephone lines, land lines, and two-way radios, enabling each specific race function to communicate efficiently with the other. There will be three communication networks: Race Control, Security, and Operations Control that will oversee and monitor all communications of the event functions under their

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control. Communication responsibilities will be broken down as such:

#### A. Race Control

All of these race functions will be communicated by CART and will be administered by the following personnel:

- i) Course and Corner Officials
- ii) Starter
- iii) Pace Car Drivers
- iv) Pit Row Monitors
- v) Timing and Scoring Personnel
- vi) CART Safety Personnel

All communications from Race Control to course officials will be made over a single land line installed around the perimeter of the course feeding into headsets. Additionally, each official will have two-way radios on a designated CART frequency as back-up. All other communications from Race Control will be made with CART two-way radios over this same frequency.

#### B. Security

The Security Command Center will oversee communications between all security, medical, and fire personnel. Two-way radios operating on a separate frequency will be used for this event function.

#### C. Operations Control

Physically adjacent to Race Control and Security, Operations Control will oversee communications within and between the following event functions and posts:

- i) Hospitality Park
- ii) Catering
- iii) Ticket Office
- iv) Credential Office
- v) Admissions
- vi) Media Center

There will be several multi-line phones linking each function. Additionally, each will have two-way radios operating on their own frequencies to communicate to point people within that function.

The Operations Directors will ensure that each function is operating smoothly and will be responsible to resolve any problems or needs that will arise during the event. Likewise, those individuals will pass along communications between all three command centers.

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Upon installation of all phone lines, MMI will compile a one-page directory of all phone extensions and distribute it to all parties.

## CONCESSIONS

MMI intends to contract with individual food and merchandise vendors for the rights to sell officially licensed event products and other goods in designated areas throughout the race circuit. These will generally be located in mutually acceptable locations adjacent to spectator grandstands and general admission areas. All vendors will be located outside and restricted from operating in any Battery Park City or World Trade Center buildings.

### Locations

A. World Trade Center - MMI is negotiating with the Port Authority to designate an area within the Plaza to set-up a central food vending operation to adequately service the anticipated attendance. MMI will also seek to set-up a maximum of six merchandise stations on the Plaza that will sell various event items (See Exhibit I - Page 52).

B. Battery Park City - MMI will work with Olympia and York to position two smaller food vending areas on its property. The first will be located on the Esplanade near the Winter Garden entrance. The other will be set-up at the western edge of Murray Street Park at North End Avenue. There will also be two merchandise vendors located in close proximity to each food vendor.

## COURSE SIGNAGE

The majority of event signage will be contained on the block and fence that encompasses the entire course. MMI will contract a signage specialist whose responsibility will be to place signage in high visibility areas while not obstructing the visibility of spectators and television cameras.

The signage coordinator will work with the respective Authorities and their engineers to determine which signage is permissible to be hung on existing structures.

There are several different types of signage, each placed on different types of structures (See Exhibit L - Page 57):

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Miscellaneous

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## TELEVISION PRODUCTION

The Marlboro Grand Prix of New York Feature event will be carried live on ABC during a 2 1/2 broadcast produced by Ohlemeyer Communications. The feed will also be distributed internationally to 50 million viewers between 65 countries (See Exhibit A - Page 39).

Ohlemeyer Communications is the foremost producer of motor racing events around the world. They function almost entirely as a stand-alone operation which should have minimal interference with the normal daily operations in the impacted area during their set-up and tear-down.

There will have seven production trucks that we will set-up just behind the Timing and Scoring Tower on BPCA Parcel #26 (See Exhibit G - Page 50).

## GENERAL POWER REQUIREMENTS

The following is a listing of key power requirements for event equipment to be utilized by MMI, CART, and television production and the proposed location of each.

### Television Compound (BPCA - Parcel 25)

Mobil Unit #1	208v	200 amp	3 phase
Mobil Unit #2	208v	200 amp	3 phase
Support Unit	208v	100 amp	single phase
Office Trailers (up to 6 total)	208v	100 amp	single phase
Uplink Truck (2)	208v	150 amp	single phase
RF Cameras	208v	50 amp	single phase
In-Car Cameras	208v	60 amp	single phase
Catering Truck	110v	60 amp	single phase

### Operations (Parcel 26)

Radio Trailer - (2) 30 amp 110v/115v or (1) 30 amp 208v  
CART Operations Trailer - (2) 30 amp 110v/115v  
RF Receive - 110v 20 amp, single phase

### Timing, Scoring & Announcing (WTC terrace at Vesey/West)

Announce Booths (3) - 110v 20 amp single phase  
Timing & Scoring - (6) 30 amp 110v/115v outlets

### Coaches (Parcels 25 & 26)

Hospital Coach - 50 amp electrical hook-up - 110v/115v  
CART Coach - 50 amp electrical hook-up - 110/115v  
Delco Battery - 2-30 amp 110v/115v or 1-240v

Diehard Battery - 2-30 amp 110v/115v or 1-240v  
Ashland Fuel - 4-25 amp 110v/115v and 1-25 amp  
110v/115v for scales  
Goodyear Tire - 1-220v/240v single phase

## HANDICAP AMENITIES

MMI will comply with all City, State, and Federal requirements to accommodate handicapped spectators. The primary location of handicap viewing will be from an elevated platform serviced by two ramps per city code at either end for viewing the event. The size of the platform will be dictated by preliminary handicap ticket sales but will be large enough to accommodate any last minute sales. Likewise, there will be a proportionate amount of handicap-equipped Port-O-Sans comfort stations in close proximity to the seating.

Both will be located in and around Grandstand #3.

## RETAIL AND PARKING IMPACT

There are some retail stores and parking lots abutting the proposed race course that will be affected by the event (See Exhibit M - Page 58). MMI will seek to minimize any interference with their respective storefronts and driveways during the course construction and tear-down. Therefore, with the majority of these stores closed on Sundays, particular attention will be paid to each tenant during their Saturday operations. MMI will contact the following entities to determine if any special accommodations are needed:

### Liberty Street (East to West)

1. Burger King
2. Majer II Jewelers
3. One-Hour Photo
4. Liberty Street Barber
5. Essex World Coffee Shop
6. Diet Center
7. NutriSystem Center
8. P.G.'s Gourmet Deli
9. Roy Rogers
10. Trade Deli
11. Federal Express
12. Trade Center Tie Shop
13. Tamura Restaurant
14. International Coffee Shop
15. Edison Parking Lot (SE corner of West and Liberty)

### Church Street (South to North)

1. Brooks Brothers
2. East River Savings Bank

3. Meridian Hotel
4. Church
5. Parkway Clothier

Vesey Street (None)

West Street

1. Vista Hotel
2. Public Parking Lot (SE corner of Warren and West)
3. Public Parking Lot (SE corner of Chambers and West)
4. Public Tennis courts

MMI assumes that the event presents no interference with the retail stores located in the 64-store Concourse in the World Trade Center or the retailers in Battery Park City.

## INSURANCE

MMI will carry \$50 million in liability and physical damage coverage naming MMI and indemnifying the City and impacted Agencies and Authorities from any claim resulting from the Marlboro Grand Prix of New York. It will cover any claim from spectators, volunteers, workers, vendors, etc., against the event.

A certificate of insurance will be available upon request as soon as the coverage is issued.

## LABOR

The size and composition of the labor pool will be dictated by the eventual construction plan and schedule submitted by MMI's general construction contractor, Trafalgar. It will be Trafalgar's responsibility to develop a manpower schedule in accordance with these plans and solicit the labor as required.

To accommodate labor personnel when construction work commences, MMI will seek to station two office trailer and three portable toilet units in Parcel 25 at the appropriate time. Each unit will require about 110 volts @ 50 amps of power (single phase).

## EVENT PARKING

MMI will contact area parking lot and garage management companies (i.e., Edison, Square Industries, etc.) and communicate all event information to them. MMI will distribute "Arriving-By-Car, Bus & Train?" informational fliers with each ticket purchased to direct people

arriving by car to area parking facilities and bus drop-off points.

## SANITATION

MMI will contract a sanitation vendor (i.e., Port-O-Sans) to handle the set-up, daily cleaning, and removal of portable toilets throughout the circuit. Located in close proximity to all spectator grandstands and general admission areas, the amount of units will depend upon the spectator capacity in each area.

Generally, a 3,000 seat grandstand will have a bank of 16 portable units, two handicap units and two comfort stations behind each. Smaller grandstands will have proportionally fewer units.

Delivery and placement of the units will begin on approximately three days before the event. A thorough cleaning of all units will occur on Saturday evening, with the removal of the units beginning Monday morning following the event.

A proportionate amount of handicap units will be provided behind Grandstand #3 where the primary handicap viewing platform will be located.

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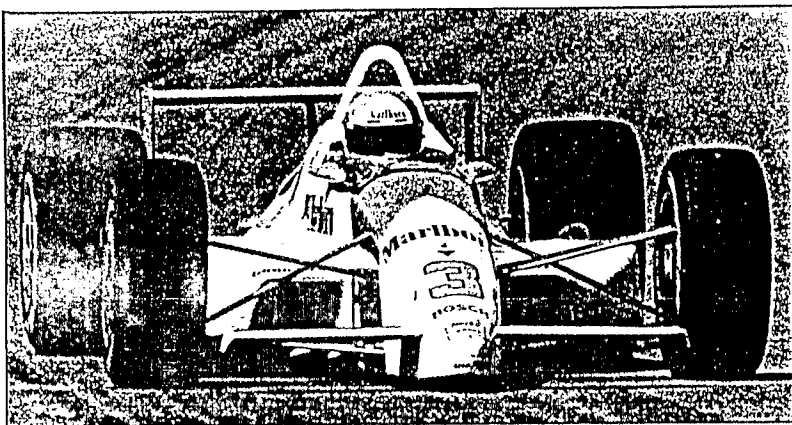
## INDYCAR RACING AT A GLANCE

**1992 Indy Cars** have a maximum allowable length of 185 inches, a maximum width of 78.5 inches and a maximum height of 32 inches excluding the roll bar and rear wings for short ovals/road courses. The race cars must weigh a minimum of 1,550 pounds including coolant and lubricant (1,475 pounds for non-turbocharged engine cars). The rear wing on a short oval and a road course car has a maximum allowable height of 36 inches but is limited to 32 inches on superspeedways. The minimum wheelbase (distance between front and back wheel centerline) is 96 inches. Most current wheelbases measure between 109 and 112 inches.

**Chassis (Tub):** Composites which consist of aluminum honeycomb and/or carbon fiber with the 'skin' of the race car made of fiberglass, aluminum and carbon fiber.

**Engine:** Turbocharged four-cycle overhead camshaft eight-cylinder engines are allowed a maximum cubic inch displacement of 161.703 (2,650 cc). Production-derived single non-overhead camshaft turbocharged motors with pushrod operated valve mechanisms are allowed a maximum cubic inch displacement of 209.3 (3,430 cc).

**Fuel Cell:** Introduced to racing in the early 1960s and made mandatory for Indy Cars in 1967, the fuel cell is located behind the driver and in front of the engine. It is deemed 'crash worthy.' The current fuel cells were developed by Goodyear to replace the interconnected cells scattered around the car chassis. The fuel cells are fabricated to fit the design of the car. The bladder-like container is made to military ballistic specifications with heavy-duty rubber material and is virtually puncture proof.



**Ground Effects** and aerodynamic design go hand in hand with the Indy Cars. Aerodynamics channel air under the car to create a low-pressure area or partial vacuum between the race car and the race track. The wings on the front and rear of the Indy Car create 'downforce' (similar to 'lift' on airplanes, only in reverse). It is measured in pounds. 'Downforce' may create loads up to three times the weight of the race car permitting the vehicle to corner at greater speeds while Indy Car drivers experience up to three Gs (a lateral load equivalent to three times the pull of Earth's gravity) in cornering as a result of the efficiency of ground effects. The ground effects concept originated in racing and dates back to the mid-1970s.

**Horsepower** figures are difficult to pinpoint, and teams closely guard their engines' exact numbers. Depending on turbocharger settings, engines can develop 700-800 horsepower. Indy Car tests have shown 0 to 60 mph takes 2.0 seconds, and 0 to 100 mph takes 4.5 seconds. Indy Cars have been clocked at more than 230 mph, a tribute to their aerodynamic features which allow the cars to stay on the ground at speeds higher than those needed for Boeing 747 jumbo jets to take off. On superspeedways such as Indianapolis and Michigan, Indy Cars post lap averages in excess of 225 mph.

**Indy Car Costs:** Without an engine, a new Indy Car costs \$360,000 as a rolling chassis. A 'rolling chassis' is a race car with a suspension and steering system, but without an engine or electrical system. There are variations in price between short oval/road course cars and superspeedway setups. In either case, items to be added include the engine, fuel pump, turbocharger, exhaust manifold, waste gate (works in concert with turbocharger), and electronics. Racing engines cost \$36,000 (used) to \$127,000 each. Most engines are rebuilt after 500 miles of use, at an average cost of \$25,000. Competitive Indy Car teams start a season with six to 10 engines per race car.

**Methanol:** The fuel used to propel an Indy Car. Methanol consists of carbon, hydrogen and oxygen. It is not a 'fossil fuel.' Methanol is commercially manufactured by heating hydrogen and carbon monoxide under pressure. Methanol requires less oxygen to burn than gasoline. From the Indy Car standpoint, methanol was chosen as the fuel because it has a high octane rating and good flame control. Water is an effective methanol fire fighting agent. Methanol burns with a non-luminous flame (clear) in daylight conditions. Because methanol can be made from many materials including wood and garbage, it is considered a renewable resource. Indy Car fuel consumption must be a minimum of 1.8 miles per gallon. Maximum race car fuel capacity is 40 gallons.

**Racing Tires** are manufactured exclusively by Goodyear. Each of the four Goodyear Racing Eagles weighs 18-28 pounds, depending whether it is for the rain or dry, front or rear of the car. The minimum rim diameter is 15 inches, with the width of the undriven wheels set at 10 inches and the width of the driven wheels set at 14 inches. Radial tires were introduced to road course events in 1985 and superspeedways in 1986. Since 1989, all PPG IndyCar World Series events have been contested using Goodyear radial tires. The cost of a set of four tires averages \$1,000 and all used tires are returned to the manufacturer following each race. Depending on the event a team may use 28-44 tires per weekend. A positive wheel locking device is mandatory.

**Turbocharging:** The exhaust gases from an Indy Car provide the power to turn the turbine of the turbocharger at speeds approaching 100,000 rpm. The turbine powers a compressor which compresses the intake air and forces it into the intake manifold resulting in much more efficient engine operation and a substantial increase in horsepower. Turbocharging was first introduced in Europe and is widely used on diesel engines in the truck and bus industry, and more recently in passenger cars.

**Wings** are critically important to the basic concepts and performance of current Indy-style race cars. The wings and race car underbody (ground effects tunnels) have a significant impact on the handling and stability of the car. The wings work to keep the car down, transfer the horsepower to the track and maintain a balanced vehicle.

- Indy Car wings differ from road course/short ovals to superspeedways. Short oval and road course wings may have as many as five or six elements within the rear wing cord section while superspeedway wings are one element.
- Placement and distance of the wings behind the rear axle is very important in creating the proper 'downforce.' Through tiny testing probes, IndyCar race teams can determine wind speeds and then spend development time at considerable costs in wind tunnel testing to enhance the aerodynamic performance of the car.
- At all IndyCar events, the front and rear wings are frequently adjusted to achieve maximum performance and handling of the car. Adjustments are often made based on the track configuration, race car speeds and wind speeds measurements.

On short ovals and road courses, IndyCar teams must work to obtain maximum 'downforce.' At superspeedways and other especially fast circuits, 'downforce' becomes less important, but 'drag' must be reduced to obtain maximum speed.

## INDYCAR RULES OF INTEREST

**Finishing Positions:** A race is officially over when the lead race car has completed the scheduled distance or when the checkered flag is displayed, whichever happens first. If a race is at least half completed and then terminated under the red flag, the final positions will be determined by the leader's last officially scored lap.

**Official Results:** Results of a competition are official 30 minutes after the posting of finishing positions, signed by the Chief Steward, Chief Timer and Scorer and Technical Chairman, subject to disposition of any protest. IndyCar rules provide for a 30-minute protest period following the posting of the provisional race results. Protests must be made in writing and submitted with a \$500 fee.

**Pit Regulations:** A maximum of six crew members not including the driver are permitted over the pit wall to service a car during events unless otherwise specified by the stewards. If a driver overshoots his pit, his car may be pushed back into the pit unless such action would cause a dangerous condition and provided the driver has not passed his pit area by more than one pit. In that case, the car must continue for another lap unless such action would be dangerous to the driver or to other competitors. A penalty will be assessed to any car entering or leaving its assigned pit area before it is free of all hoses and tools or which drives over any such hoses upon entering or exiting the pit area with either of its rear wheels.

**Qualification Procedure:** For oval track events, the sequence of qualifying attempts will be determined by draw. All entered race cars are eligible for the draw and each race car must be specifically identified prior to its draw. Once the qualification order has been established, a suspension of the qualification period for whatever reason will not change such order unless an entrant's race car is not repositioned in the designated place following a suspension of the qualification period by the time prescribed by the stewards. On ovals (except Indianapolis), the fastest single lap (of two) will be used to determine the position of the entrant in the starting lineup.

Road course qualifying is accomplished in dual groups over a two-day period. Groups for the first day of qualifying are determined by the order of qualifying in the previous Indy Car event. Each group has track time for a prescribed period of time with the fastest single lap recorded during that session determining the qualifying order.

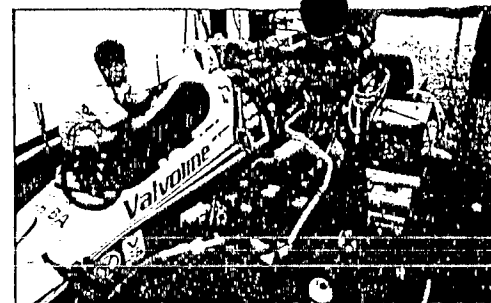
On the second day of qualifying, the two groups are determined by the fastest and slowest qualifiers from the previous day. Again, the fastest lap recorded during the timed group sessions finally determines the starting lineup for road course events.

**Rain:** Oval track events are not conducted on a wet course. At road course events, if inclement weather conditions occur, the Chief Steward may declare a "dry start" prior to the race. In that case, competitors may elect to start on dry or rain tires. If a "wet start" is declared, all competitors must start on rain tires. In either case, once the race has started, and if surface conditions change, the competitors may enter the pit area as they deem appropriate for tire changing.

**Indy Car Numbering System:** Race car number one will be awarded to the PPG IndyCar World Series champion driver for use in all PPG IndyCar World Series events. Race car Nos. 2-12 will be awarded to the entrant of the driver according to the driver's finish in the PPG IndyCar World Series point standings of the previous year. At the Indianapolis 500 and all Championship Auto Racing Teams-sanctioned IndyCar races, No. 13 will not be used. As a tribute to his participation and in recognition of his outstanding record of performance as an Indy Car driver, No. 14 will be reserved for Indy Cars driven or entered by A.J. Foyt Jr. so long as his personal involvement in IndyCar racing continues, and will be permanently retired upon his retirement from this sport. Race car owners desiring a particular number, 15 or above, must make a request prior to Jan. 1 each year. 1992 will mark the first year that the race car numbering system will be assigned to provide consistent identification at the Indianapolis 500 and all Championship Auto Racing Team-sanctioned PPG IndyCar World Series events.

## INDYCAR RACING:

### WHAT DOES IT COST?



The exciting competition involving the men and machines of IndyCar racing costs money. The cost of starting an IndyCar team, going fast and running up front, breaks down as follows:

- **Race Car:** A 'rolling chassis' in 1992 starts at \$360,000. Three manufacturers — Lola, Galmer and Penske Cars — are England based. A fourth, Truesports, builds its own chassis exclusively from American parts in Hilliard, Ohio. A 'rolling chassis' is a race car with a suspension and steering system but without an engine. There are variations in price between short oval/road course cars and superspeedway setups. A superspeedway kit is a must at a cost of \$30,000 each. Several are needed. To be competitive, plan to own two or three cars in case problems arise. Allow for two cars at the track for each event and a third in the shop. Teams that build their own cars will spend much more on their chassis than teams that buy rolling chassis.
- **Engine:** Plan \$40,000 to \$130,000 per engine with six to 10 engines per race car. Indy Car engines must be rebuilt every 500 to 600 miles at an average cost of \$18,000 to \$35,000 per rebuild. At each race, one engine is needed for practice and qualifying and one to race with in addition to at least two or three race-ready spares should weekend problems be encountered.
- **Wheels:** The 'rolling chassis' comes with four wheels. For the season, plan to buy at least a dozen more sets of wheels (48) at about \$2,200 to \$2,800 per wheel.
- **Tires:** Competition at short oval and road course races carries a tire limit of 28 tires per event, according to IndyCar rules, while 44 are allowed for 500-mile events. At a cost of \$1,000 per set, plan accordingly.
- **Fuel:** An Indy Car must average 1.8 miles per gallon of methanol or better. Valvoline, which manufactures the racing fuel, typically dispenses 7,500 gallons for short ovals and road courses and 22,000 to 25,000 gallons for 500-milers except for Indianapolis where teams use 38,000 to 40,000 gallons during the month-long competition. In total, 380,000 to 400,000 gallons of methanol are used by Indy Car series teams in a given season. In the age of high-tech Indy cars, electronic fuel management systems are becoming a must. Add \$20,000 to \$80,000 depending on function and features.
- **Spare Parts:** During the season, allow for \$500,000 worth of disposable parts in addition to \$65,000 to \$80,000 for gearbox parts.
- **Team Costs:** In planning a budget, teams must be sure to allow for salaries for drivers, engineers, fabricators, crew, office employees, truck drivers, costs of travel, lodging, rental cars and per diem (food allowance) not only for racing events but also for a year-round testing and development program.
- **Transporter:** Transporting the race car(s) and related equipment to all events as well as testing sessions must be factored into team financial planning. Race car transporters are rolling machine shops complete with a wide inventory of spare parts as outlined above. Teams budget \$250,000 to \$500,000 for a correctly equipped transporter.
- **Total:** The above fixtures represent what it takes to go racing for a season — with no guarantees. But to be competitive, it is necessary to allow plenty of testing and development which will have an impact on budget areas such as cars, engines, wheels and tires, and team costs. Putting that in perspective, many top flight IndyCar operations spend \$1.5 million to more than \$10 million annually.



## INDYCAR JARGON

**AERODYNAMICS:** In racing, the study of airflow and the forces of resistance and pressure resulting from the flow of air over, under and around a moving object (race car).

**BALACLAVA:** Protective, fire-resistant hood or mask worn by drivers under their helmets.

**BANKING:** The measurement of incline in a race track's turns, and sometimes 'straightaway.' Banking is generally described in degrees measured from the inside of the track to the outside wall. Cars can run at higher speeds on a banked surface, based on the principals of centrifugal force.

**BODYWORK:** The visible, painted carbon composite pieces that cover the car.

**BOOST:** Manifold intake pressure above ambient atmospheric pressure which can be increased or decreased from the cockpit depending on competitive needs. More boost consumes more fuel, so drivers use judgment and team feedback to govern its use. Measured in inches of mercury.

**COMPOUND:** A formula or 'recipe' which determines the different qualities and composition of a racing tire. Compounds are developed to maximize performance with each race track surface in mind. Wear, grip and temperature are important factors in determining the correct tire compound.

**DRAFTING:** The vacuum left in the trail of any fast-moving car which can often pull cars following behind. A smart driver will take advantage of drafting situations to increase speed and save fuel. Drafting is not as significant a factor in Indy Car racing compared to other larger, full-bodied styles of racing because of the limited frontal area and small size of Indy Cars.

**DYNO:** From dynamometer, a machine used to test and monitor an engine's horsepower and other performance factors.

**HANDLING:** The performance of a car while racing. The response characteristics of a race car or 'how it handles' is determined by its tires, chassis, suspension geometry, aerodynamics and other factors.

**HORSEPOWER:** A unit to measure the strength of an engine: one horsepower equals 33,000 foot-pounds per minute. In other words, the force needed to lift 33,000 pounds a distance of one foot per minute. A typical Indy Car develops 750 horsepower.

**KEVLAR®:** A brand name of a specific type of carbon fiber, used extensively throughout an Indy Car. Kevlar is known for its weight and strength advantages. Most drivers use carbon fiber helmets.

**LINE:** The quickest way around a race circuit, taking advantage of a racer's braking, cornering and acceleration techniques. A dark shading or 'groove' often appears as tire rubber is left in the line.

**MARBLES:** The 'dirty' part of a race track outside the preferred 'line.' Marbles, round bits of rubber rolled off soft racing tires, combine with pebbles, dirt and small pieces of debris to create a slippery track surface.

**NOMEX®:** The most predominant material that goes into fire suits worn by drivers, team members and officials. The original Nomex was developed by NASA for the Apollo space program in the 1960's. Flame retardant underwear, shoes, socks, gloves and helmets complete the protective outfit.

**OVERSTEER (Loose):** An often-heard driver complaint — a handling condition describing the tendency of a car's rear wheels to break away from the pavement, swinging its rear end toward the outside. The condition can be remedied by a tire change or suspension adjustment.

**POP-OFF VALVE (pref. Manifold Pressure Relief Valve):** A device maintained by Championship Auto Racing Teams, Inc. which limits manifold intake pressure and thus keeps competitors within the maximum pressure limit of 45 inches of mercury absolute (50 for Buicks).

**SET UP:** Crew preparation of the car which often includes educated guesses as to weather and track conditions.

**SIDEPOD:** Pieces of the sides of the car that control air flow and house the radiators, oil coolers

and computerized engine management systems. The sidepods also serve to protect the driver in the event of an impact.

**STAGGER:** The difference in circumference between right and left side tires. In oval events, it is preferable to have right side tires that are slightly taller to help the car turn. The principle is demonstrated by rolling a cone-shaped object on a flat surface — it rolls in a circle. For road circuits, most cars will have all four tires equal. This is called zero stagger.

**TUB:** The chassis or basic structure of the race car, made of aluminum and carbon fiber composites. Tubs are designed to incredibly high standards to protect the driver in the event of an impact accident.

**TURBULENCE:** Pockets of swirling air left behind by a fast-moving vehicle. When Indy Cars race at speed, they create difficult handling conditions for the cars following.

**UNDERSTEER (Push):** Another frequent driver complaint. A handling characteristics where the front end tends to 'push' or drift towards the outside of a turn. Changes in tire pressure, wing adjustments and/or suspension modifications are often a remedy.

## 1992 INDYCAR SPECIFICATIONS OF INTEREST

**Length:** maximum of 185 inches . . . **Width:** maximum of 78.5 inches measured at the wheel hub center projecting a line from the widest outside rim surface . . . Forward of rear tires, maximum width of bodywork and aerodynamic devices is 63 inches . . . Maximum rear-wing height is 36" on road courses, 32" at superspeedways . . . The maximum height of the car itself, measured from the lowest point to the highest point (including aerodynamic devices) cannot exceed 32" . . . **Weight:** a minimum of 1,550 pounds, unfueled, including coolants and lubricants for turbocharged Indy Cars . . . **Wheelbase:** minimum of 96 inches, most current racers' wheelbases measure between 9'1" and 9'4" . . . **Cockpit opening:** minimum of 30" x 14 3/4" . . . **Engines:** a maximum of eight cylinders . . . Maximum size of production-derived "stock block" single non-overhead camshaft turbocharged engines with pushrods: 3,430 cubic centimeters (209.3 cid) . . . Maximum size of turbocharged four-cycle overhead camshaft engines: 2,650 cc (161.703 cid) . . . The use of intercoolers is not allowed for the turbo engines . . . Engines are limited to a single turbocharger . . . All engines must run with a Championship Auto Racing Teams-maintained manifold pressure relief valve ("pop-off valve") which limits the intake manifold to a maximum pressure of 45 inches of mercury, absolute (50 inches for "stock block" Buicks) . . . Following each day of IndyCar activity and following races, the pop-off valves are returned to Championship Auto Racing Teams . . . **Fuel:** Methanol. All fuel cells must contain a maximum of 40 gallons U.S., contained within a single cell . . . **Rollover hoop:** the top of the rollover hoop must extend five inches over the top of the driver's helmet . . . All areas in the cockpit which may come in contact with the driver's helmet must be flat and continuous . . . **Seat belts:** Webbing must be a minimum of three inches wide, and show a tensile strength of at least 8,000 pounds . . . Five or six-point (crotch) belts, connected to a central quick-disconnect buckle, are mandatory . . . **Fire safety:** each race car must have a built-in operable fire extinguishing rig, located inside the race car and within the wheelbase . . . All race cars are limited to two-wheel drive, front or rear-wheel drive is optional.

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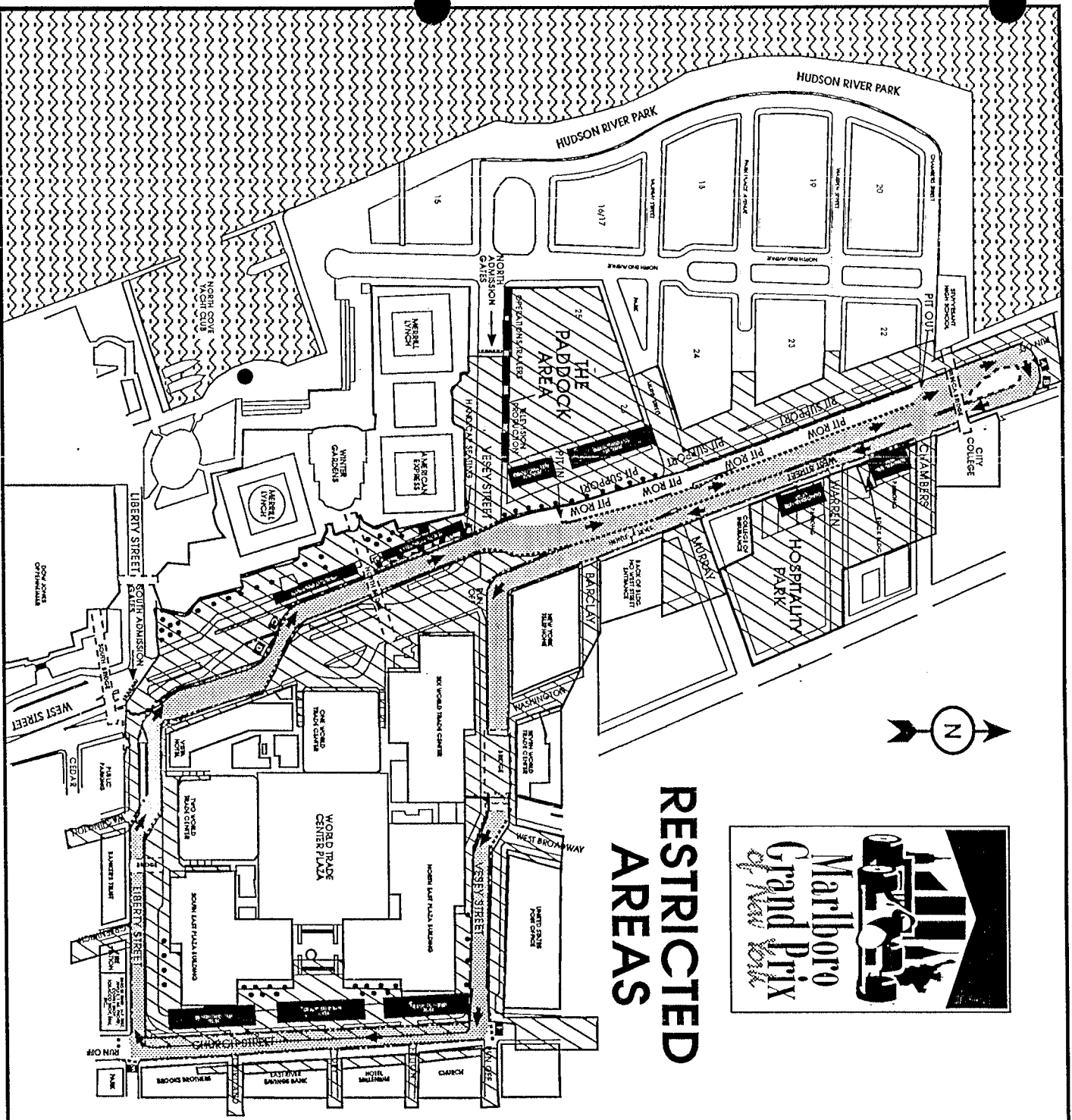
**Marlboro**  
**Grand Prix**  
*of New York*

**Marlboro Grand Prix of New York**

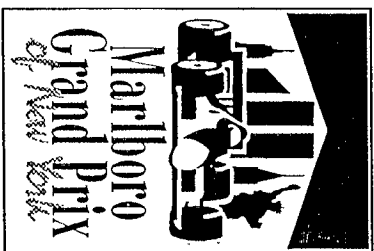
**RETAIL STORE AND PARKING LOT IMPACT**

1. BURGER KING  
2. MAJER II JEWELLERS  
3. 1HR PHOTO  
4. LIBERTY STREET BARBER  
5. ESSEX WORLD COFFEE  
6. DIET CENTER  
7. NUTISYSTEM CENTER  
8. P.G.'S GOURMET DELI  
9. ROY ROGERS  
10. TRADE DELI  
11. FEDERAL EXPRESS  
12. TRADE CENTER TIE SHOP  
13. TAMURA RESTAURANT  
14. BANKERS TRUST  
15. INTERNATIONAL COFFEE SHOP  
16. ESSEX PARKING LOT  
17. BROOKS BROS.  
18. EAST RIVER SAVINGS BANK  
19. MILLENNIUM HOTEL  
20. CHURCH  
21. PARKWAY CLOTHIER  
26. VISTA HOTEL  
27. PUBLIC PARKING LOT  
28. PUBLIC PARKING LOT  
29. PUBLIC PARKING LOT  
30. PUBLIC TENNIS COURTS

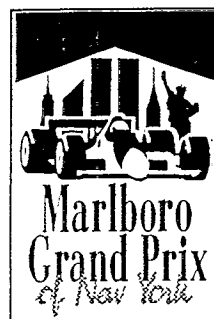
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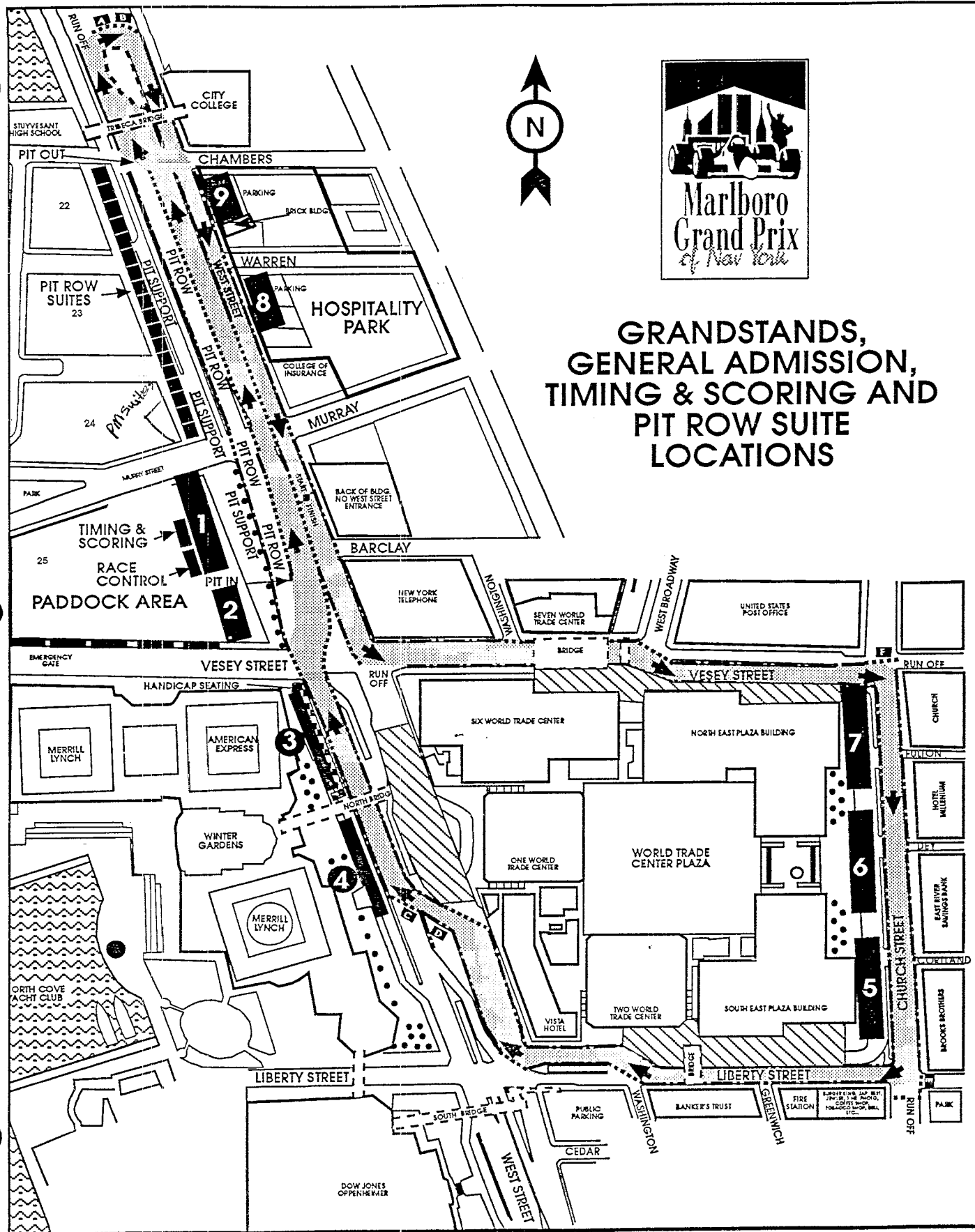
**RESTRICTED  
AREAS**



# EXHIBIT D



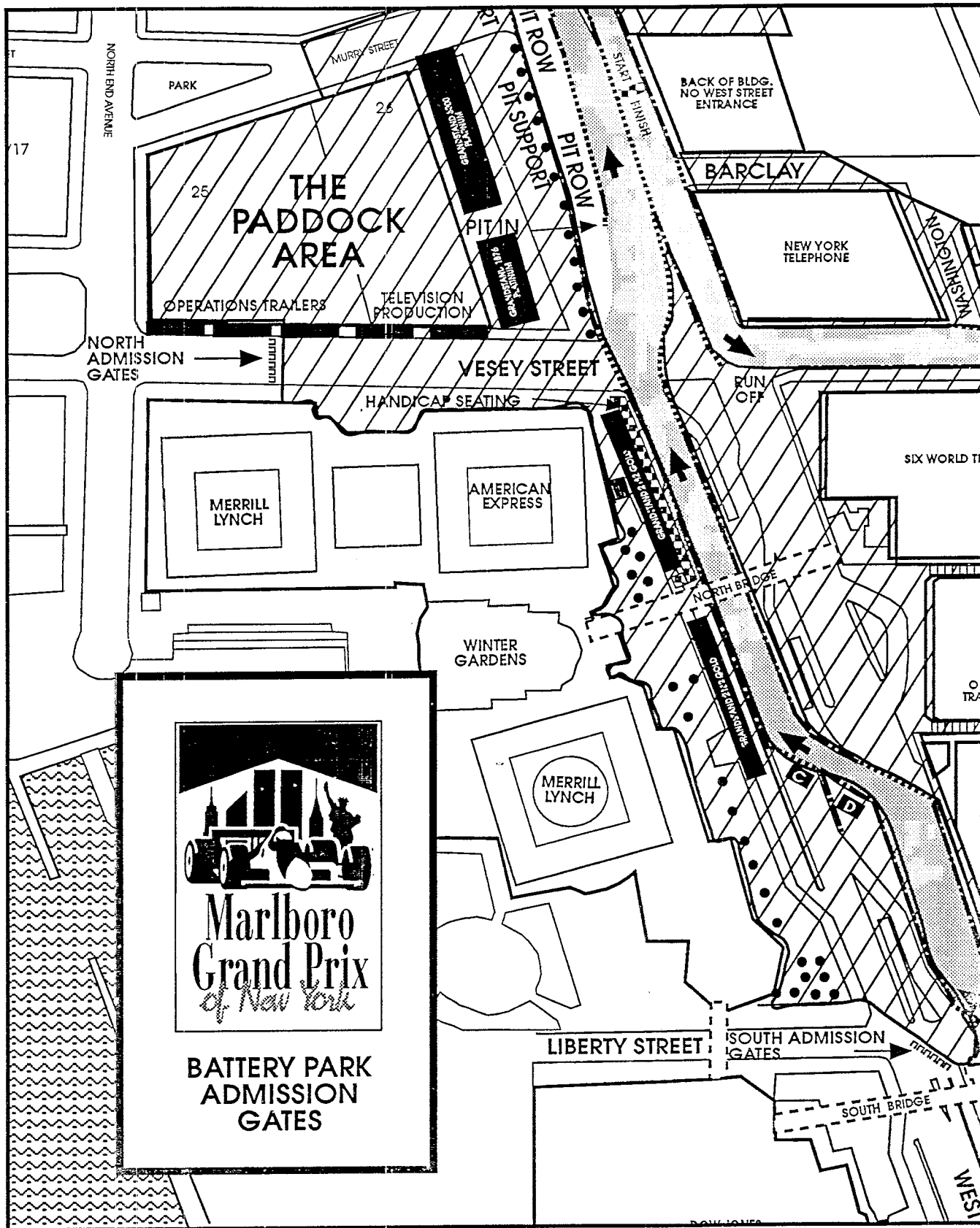
## GRANDSTANDS, GENERAL ADMISSION, TIMING & SCORING AND PIT ROW SUITE LOCATIONS



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# EXHIBIT G

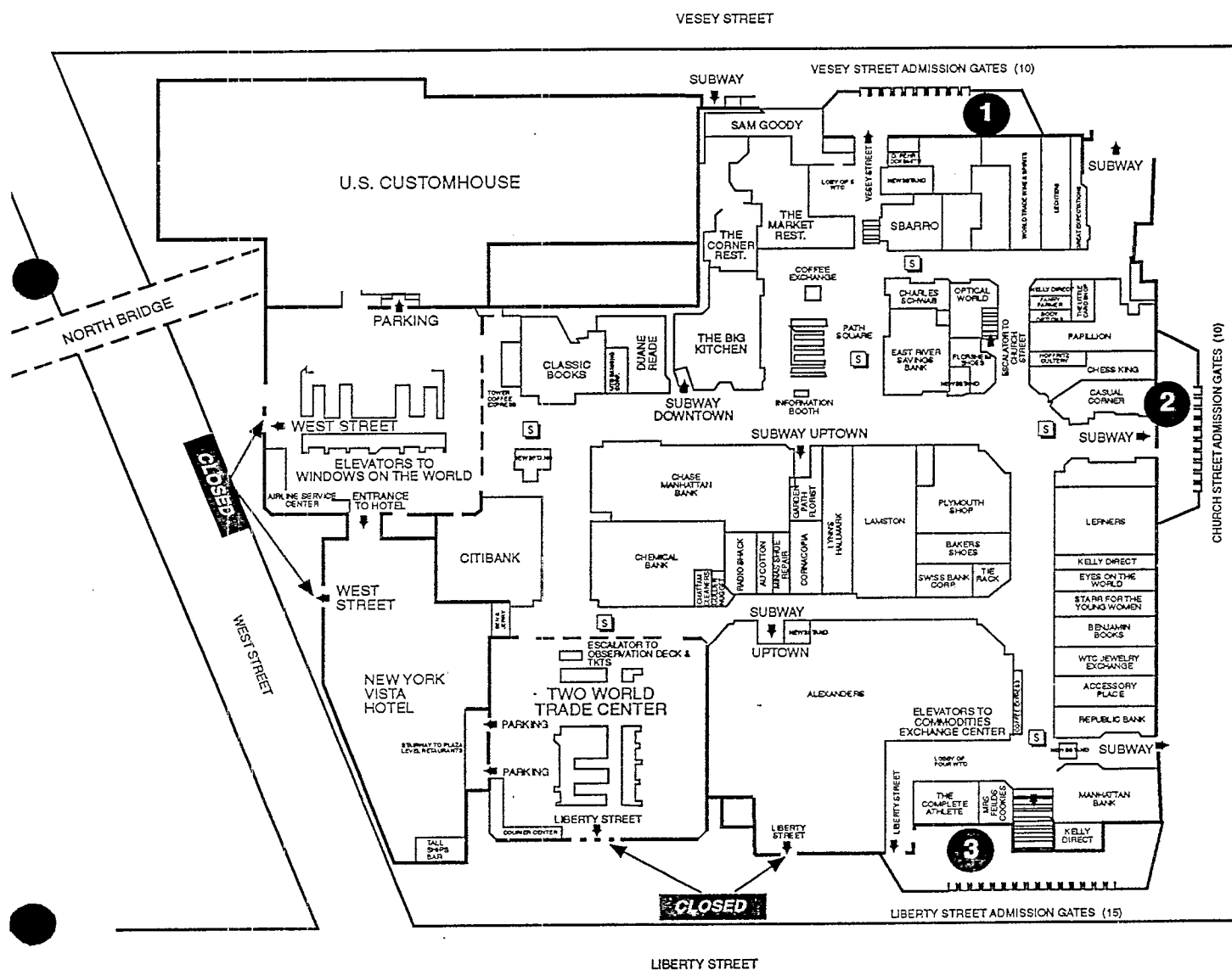


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# EXHIBIT H



## WORLD TRADE CENTER ADMISSIONS GATES - CONCOURSE LEVEL



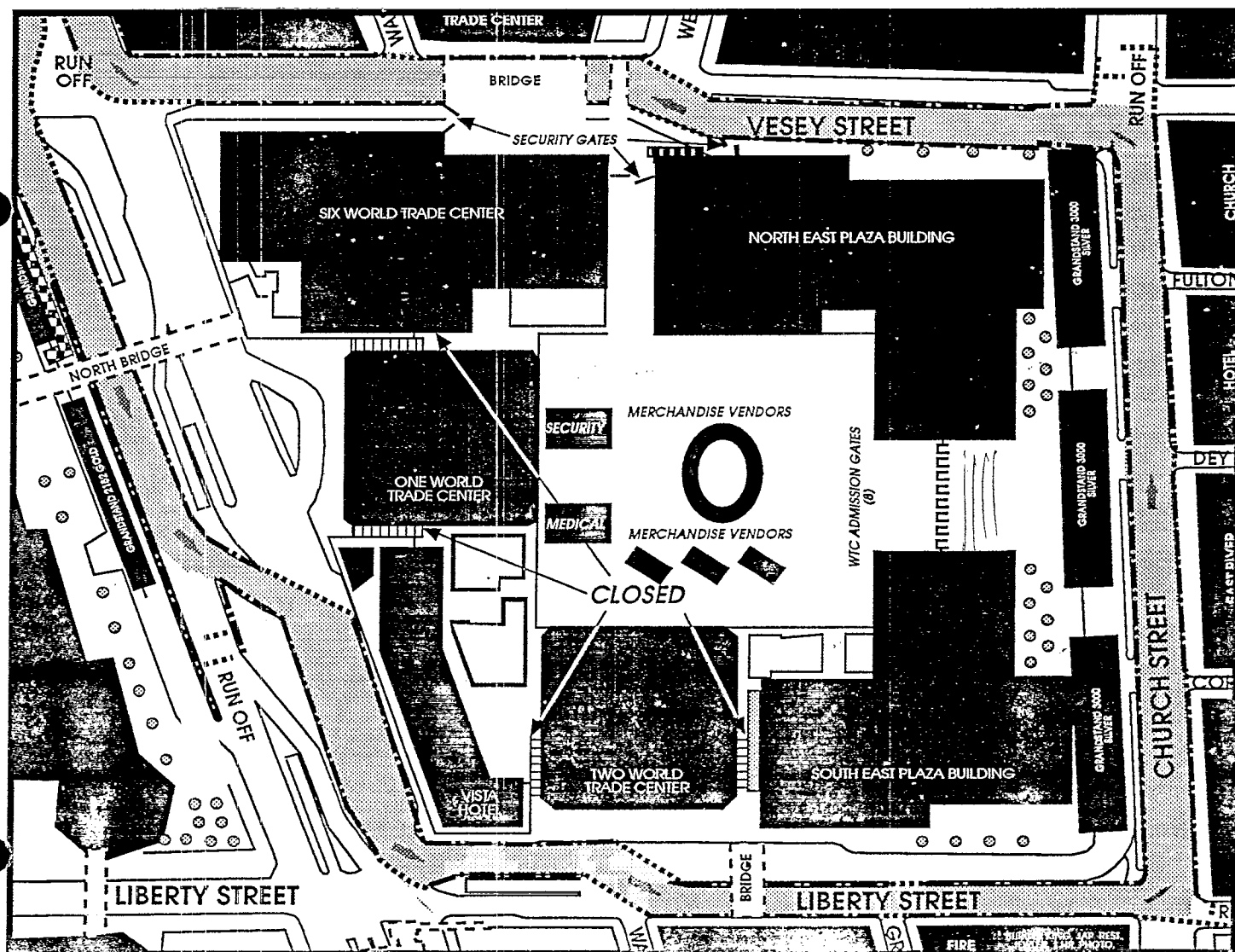
CHURCH STREET

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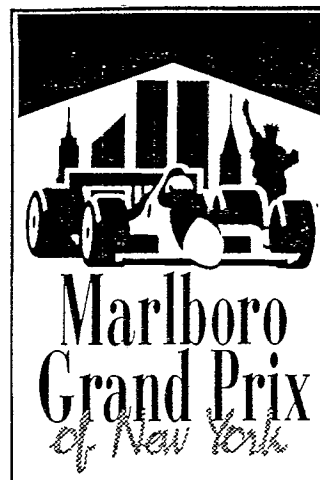
## EXHIBIT I

# WORLD TRADE CENTER PLAZA ADMISSION GATES, MEDICAL, SECURITY & CONCESSION LOCATIONS

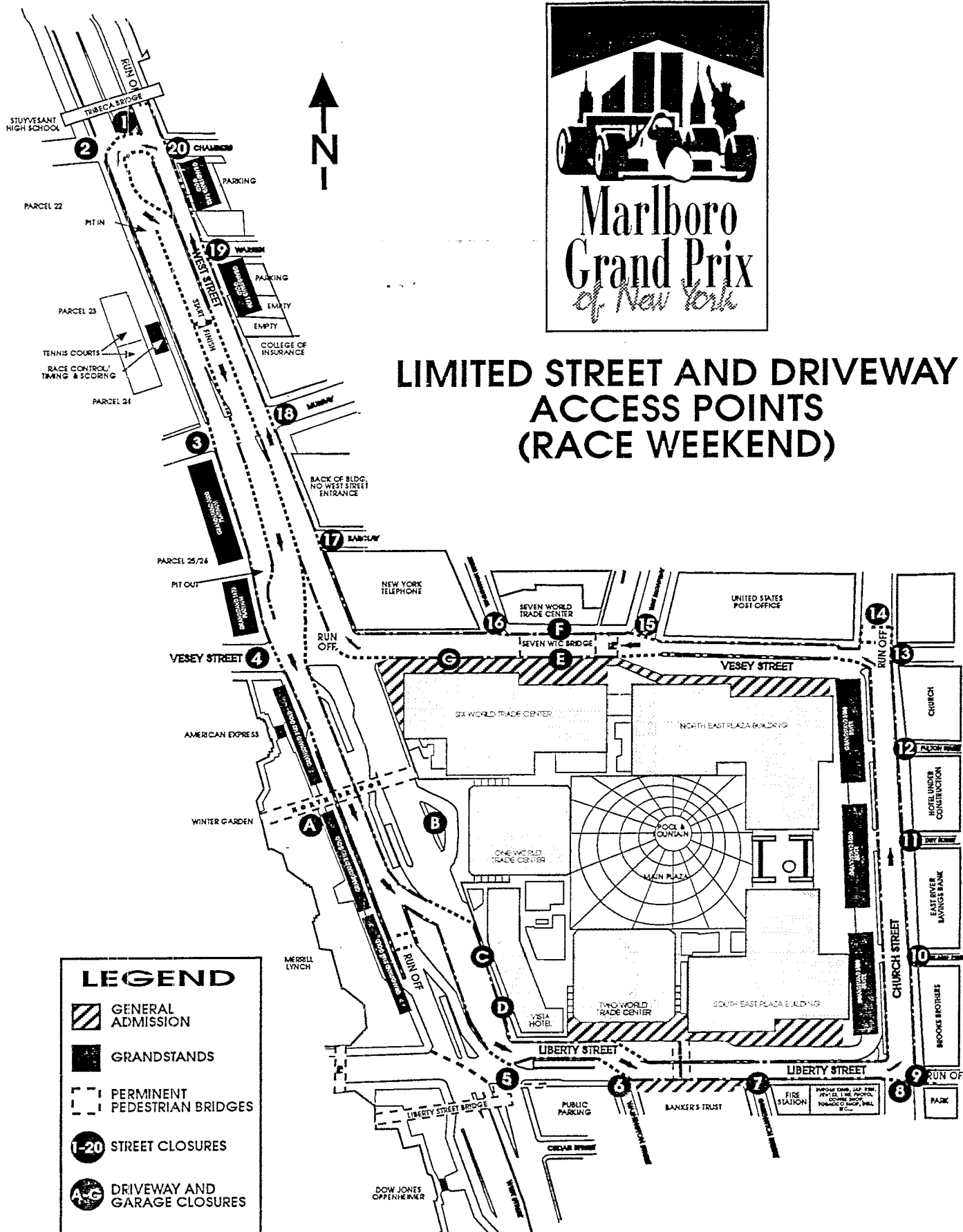


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# EXHIBIT J



## LIMITED STREET AND DRIVEWAY ACCESS POINTS (RACE WEEKEND)



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# EXHIBIT K

## CHAPTER EIGHT SAFETY

### 8.1. GENERAL.

The safety of the spectators and participants shall be a primary consideration in the interpretation of this Rule Book and in the supervision exercised by CART officials at CART events. The Stewards are authorized to cancel, postpone, or terminate any event if, in their opinion, there exists any condition whatsoever that may be dangerous. During the course of an event, any race car which poses a danger or which is being operated without due care may be ordered off the track by the Stewards, the Technical Chairman, or the Technical Committee. Unsafe acts may result in the assessment of penalties. Penalties and other decisions made pursuant to this section are not subject to protest.

### 8.2. SAFETY OF THE COURSE.

The Stewards may cancel, postpone, or terminate any competition if they determine that the track is unsafe for any reason. It is incumbent upon the race Organizer/Promoter to maintain the course in a safe condition and the Organizer/Promoter shall take whatever action may be directed by the Stewards to assure safe track conditions. Approved barriers must be installed as specified by CART. Caution lights must be installed as specified by CART. At a minimum, caution lights must be installed at the end of each straightaway on oval tracks. The Organizer/Promoter must provide such safety equipment, i.e., fire equipment and personnel, medical staff and ambulances, wreckers and tow trucks, course communication system, etc., as is specified by CART. CART officials and other designees may inspect the course prior to any CART event and any such officials must be satisfied that all the necessary safety precautions have been or will be taken prior to the event.

### 8.3. FIRE PREVENTION.

No smoking will be permitted in the pit or any area where fuel is being dispensed or stored. Extreme care shall be taken in the handling of fuels. A minimum of one (1) ten pound BC dry powder fire extinguisher or its equivalent must be present at all times in the immediate area when work is begun done on the race car. Where local regulations are posted, they shall become part of the CART Rules applicable to such event. Any person found violating these regulations may be removed from the area. The race car owner is responsible for the actions of the crew.

### 8.4. SAFETY INSPECTIONS.

CART shall inspect or examine any equipment or part thereof used during a CART event. Inspections and examinations shall include but are not limited to race cars prior to their on track activity, race cars involved in an incident, pit equipment and safety equipment. Deception or withholding of information as such information relates to safety or the facts surrounding an incident by any participant is forbidden. CART shall keep records of examinations and inspections and reserves the right to make this information available to any participant when, in the opinion of CART, such communication is in the interest of safety. No person shall have any right of action against CART or any other person in any way connected with such communication.

### 8.5. SAFETY EQUIPMENT.

**8.5.1. General.** The Director of Safety, Technical Chairman and their assistants may inspect any and all safety equipment as may be deemed necessary. Any participant not complying in full with all safety requirements in this Rule Book will not be permitted to compete.

**8.5.2. Helmets.** All drivers participating in CART competitions must wear safety helmets designed for this purpose and carry at least a 1985 SA Standard Snell Sticker or proof of SFI 13.2 certification. Driver helmets which are retained by clam shell mechanisms are not approved for competition by CART. Helmets will be subject to inspection at each event by the Director of Safety, the Technical Chairman or their assistants. Only those considered in good condition will be permitted to be used. The driver's name shall be lettered on both sides of the helmet in a manner that can be easily read from a reasonable distance.

**8.5.3. Uniforms.** All drivers must wear face masks, gloves, socks, underwear and one-piece, double layer, long-sleeved uniforms, fitted snugly around the neck, wrists, and ankles, or protective apparel approved by CART, at all times when driving a race car. These items must be fire resistant. The recommended uniform is described in Appendix L, Article 2 of the FIA Handbook. All crew members working over the pit wall must wear fire resistant long-sleeved uniforms consisting of at least one layer of an approved fire resistant fabric that fits snugly around the wrists and ankles. Treated fabrics will not be considered adequate protection. Crew members performing the refueling operation are required to wear fire resistant gloves and face masks. Safety goggles are recommended. Crew members changing the wheels are encouraged to wear fire resistant gloves. In addition, during practice, qualifying and the race (when not in conflict as previously stated) all crew members must wear uniforms of design that identifies them with their team.

**8.5.4. Shoes.** Shoes worn by all crew personnel in the pits must be of full coverage. During a race, shoes must have upper construction of leather or approved fire resistant material. Non-fire resistant materials are not allowed.

#### **8.6. REFUELING.**

**8.6.1. Race.** Under racing conditions, the refueling of all Indy Cars must be done by dry-break disconnect systems which are specifically approved for this use by CART and the Technical Director. All pit fuel storage tanks must incorporate a closed circuit trapped vent system. This equipment must be maintained to function as designed. Alterations unless specifically approved by the Technical Chairman are not allowed. Information pertaining to these specifications is available upon request from the Technical Chairman. Maximum height for pit fuel storage tanks is eighty-four (84) inches. Equipment must be of the gravity type only and shall not include any application of a pressurized or vacuum system. Fuel shall not be cooled. A vent system that at all times allows safe equalization of the pressure above the fuel with the atmosphere must be incorporated in all pit fuel storage tanks. Self closing valves must be manned during refueling and may not be locked in an open position. All equipment must comply with the safety regulations of CART and where applicable the NFPA code. All pit fuel storage tanks must be grounded.

**8.6.1A.** At all events except 500 mile events, pit fuel storage tanks and fittings must be of design and manufacturer approved by CART. The top surface of the pit fuel storage fuel tank must be level as indicated by a bubble level.

**8.6.1B.** Pit fuel storage tanks used at 500 mile races must be fitted with valves, vents and other hardware as specified by CART. Pit fuel storage tanks of new construction for 500 mile races must be cylindrical and shall not exceed thirty-eight (38) inches in diameter as measured on a vertical plane nor exceed eighty-four (84) inches in length. The total maximum capacity may not exceed four hundred (400) U.S. gallons. The slope of the pit fuel storage tank as positioned in the pit may not exceed four (4) inches.

**8.6.1C.** Pit fuel storage tank legs must be adequately braced to prevent the legs from spreading.

**8.6.1D.** Devices used to adjust the height of pit fuel storage tanks must be constructed to ensure that the legs will not collapse. If compression type devices are used to adjust the tank height, a positive stop must be provided on each leg to ensure that the tank will not overturn should the adjusting device fail.

**8.6.1E.** The feet on the bottom of the pit fuel storage tank legs must be large enough to support the tank and the fuel load and must prevent the tank from sinking into the pit surface. Metal or plywood may be inserted under the legs to distribute the load but may not be stacked to level the pit fuel storage tanks in a manner which will cause an unsafe condition.

**8.6.1F.** Refueling hoses will be inspected by the Technical Committee to ensure that the hoses comply with the specifications issued by CART, and to ensure that the hoses will not fail during an Indy Car competition. The maximum diameter refueling hose used in conjunction with the dry-break fueling hardware must not exceed three (3) inches I.D. All hoses will be date stamped. Hoses of materials which are not listed by the manufacturer to be highly compatible with methanol, sunlight and ambient temperature conditions experienced at *IndyCar* events must be replaced every ninety (90) days.

#### **8.6.2. Practice and Qualifying.**

**8.6.2A.** Fuel will be dispensed each morning of practice and qualifying in properly positioned pit fuel storage tanks.

**8.6.2B.** Each pit fuel storage tank must be equipped with a length of fuel hose not larger than 1 1/2 inch diameter and a service station type self-closing fueling nozzle. This assembly is to be attached to the pit fuel storage tank self-closing valve. Both valves must be properly manned during refueling. The use of pumps or the dispensing of fuel from containers other than the pit fuel storage tank will not be allowed.

**8.6.2C.** Fuel may be added to the race car through the top of the fuel cell or the refueling dry-break side port. If the dry-break vent valve opening is used, the dry-break vent assembly must be removed during refueling. This opening may be fitted with a cap during practice and qualifying provided such cap is approved by the Technical Committee.

**8.6.2D.** Safe and proper handling of fuel is of prime importance. The engine must be shut down. Care must be taken to ensure fuel is not spilled and does not come in contact with hot surfaces. Precautions must be taken to eliminate the ignition of fuel due to backfire through the manifold pressure relief valve. A fine of not less than five hundred dollars (\$500 U.S.) will be assessed to the chief mechanic of any race car involved in a refueling fire or whose crew is careless or negligent in this regard. Crews are responsible to man first-line fire extinguishing equipment during refueling.

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**8.7. DENTURES.**

All drivers shall remove all dentures before starting an event.

**8.8. MEDICAL TREATMENT.**

Anyone requiring hospitalization resulting from injury at a CART event must be cleared by the CART physician in attendance prior to the first practice session preceding such person's first race after hospitalization. The Director of Safety or CART physician on duty must be notified of any and all incidents or injuries to any participants prior to the conclusion of the event during which such incident or injury occurred.

**8.9. CONTACT LENSES.**

The use of hard lenses by drivers is not permitted. Soft lenses are allowed, provided however, the Director of Safety is notified of the use prior to each event.

**8.10. TIRE SELECTION.**

The Chief Steward may declare any practice or qualifying session, or any part thereof, a "wet session". Upon this declaration all competitors must use rain tires until such time that the declaration is withdrawn.

**8.11. DUMPING.**

Disposal of any flammable or toxic substance may only be made in the area and manner prescribed.

**8.12. VEHICLES.**

**8.12.1.** Vehicles may only be operated by persons that have been issued and possess a valid driver's license. Carts, cycles, scooters etc., may only be used for transportation and utility purposes. The use of any vehicle at a CART event for recreation and the transporting of passengers in excess of the manufacturer's recommendation is prohibited.

**8.12.2.** The inappropriate or unsafe use of any vehicle shall result in the impounding of such vehicle by CART for the remainder of that event and exclusion of the operator per Chapter 10.5 of this Rule Book.

**8.12.3.** During CART events, CART Indy Cars may be driven only by properly licensed CART drivers. Race cars must not be driven into or about the garage, paddock or public areas except when specifically approved by the officials and arrangements have been made to ensure the establishment of a safe clear way for the race car that is being driven.

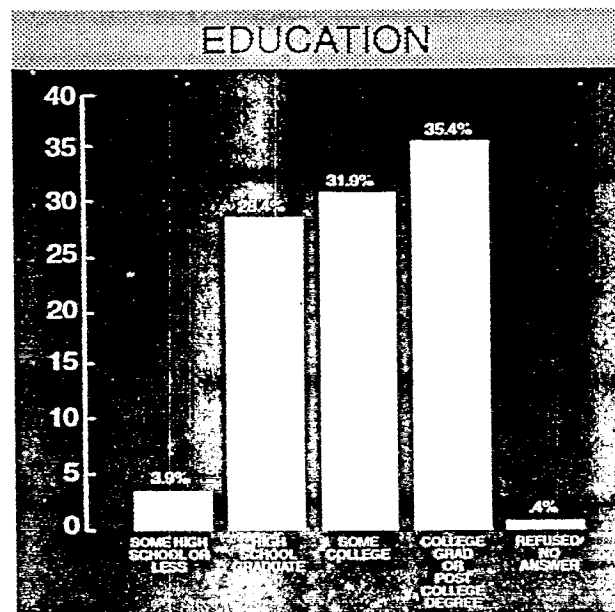
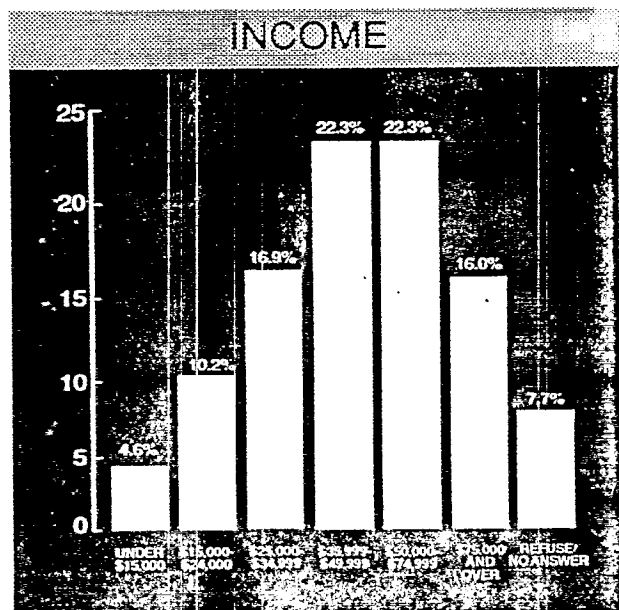
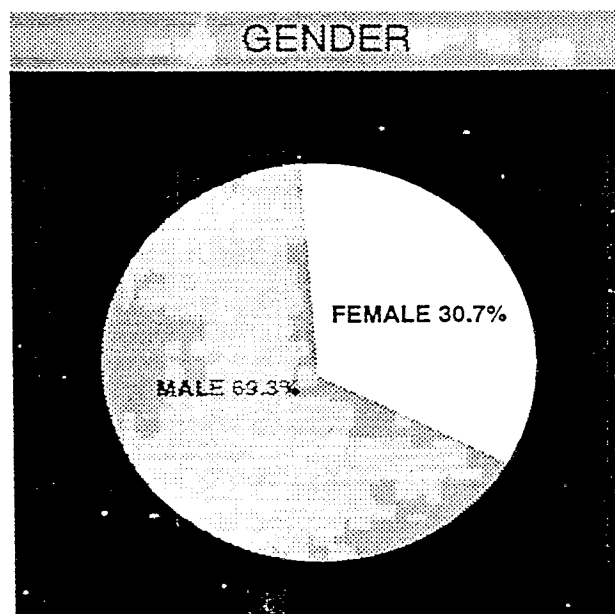
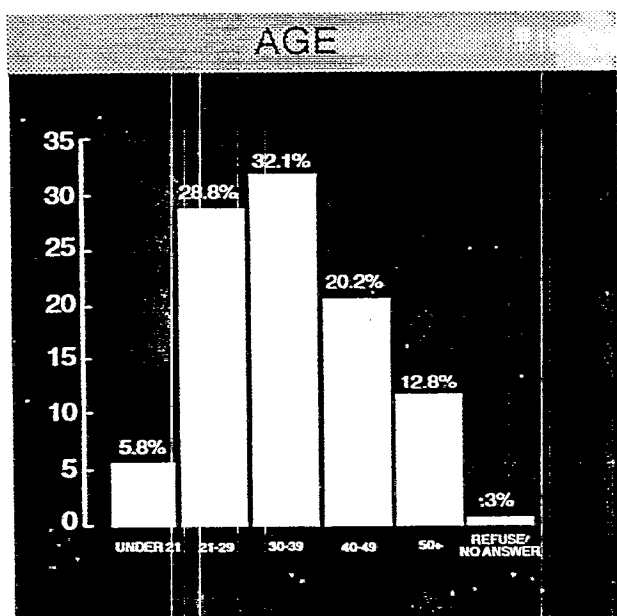
**8.13. CONTROLLED SUBSTANCES.**

Any participant who uses controlled substances (stimulants or depressants) prior to or during the course of any CART event without the knowledge and approval of the CART Medical Director prior to such use, shall be subject to a mandatory exclusion from that event and shall be suspended for a period of up to one year. The use or abuse of any substance to modify or enhance performance or behavior is forbidden.

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# Marlboro Grand Prix *of New York*

## INDY CAR CUSTOMER PROFILE



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# EXHIBIT A

## CART 1993

### INTERNATIONAL TELEVISION DISTRIBUTION LIST

<u>Country</u>	<u>Licensee</u>	<u>Country</u>	<u>Licensee</u>
Antigua	ESPN INET	Honduras	ESPN INET
Argentina	ESPN INET	Hong Kong	ESPN INET
Aruba	ESPN INET	Indonesia	ESPN INET
Australia	Channel	Ireland	Screensport
Austria	Sport Kanal	Italy	
Bahamas	ESPN INET	Japan	NHK/Syndication
Barbados	ESPN INET	Mexico	ESPN INET
Belgium	TV Sport	Micronesia	ESPN INET
Bermuda	ESPN INET	Netherlands	Sport Net
Bolivia	ESPN INET	Nevis/Hig/Ang	ESPN INET
Bonaire	ESPN INET	New Caledonia	ESPN INET
Brazil	ESPN INET	New Zealand	Sky Network
Brunei	ESPN INET	Norway	Scansport
Canada	CBC	Papua New Guin	ESPN INET
Chile	ESPN INET	Panama	ESPN INET
China	ESPN INET	Paraguay	ESPN INET
Costa Rica	ESPN INET	Peru	ESPN INET
Colombia	ESPN INET	Portugal	Screensport
Cuba	ESPN INET	Puerto Rico	ESPN A-NET
Curacao	ESPN INET	Republic of China	ESPN INET
Czechoslovakia	Screensport	Republic of Palau	ESPN INET
Denmark	Scansport	Sinapore	ESPN INET
Dominica	ESPN INET	Spain	TVE/Sport Espana
Dominican Republic	ESPN INET	St. Kittas	ESPN INET
Ecuador	ESPN INET	St. Lucia	ESPN INET
El Salvador	ESPN INET	St. Maarten	ESPN INET
France	TV Sport	Sweden	Scansport
French Guyana	ESPN INET	Switzerland	Sport Kanal
Germany	Sport Kanal	Tortoaia	ESPN INET
Greece	Screensport	Turkey	Screensport
Guam	ESPN INET	United Kingdom	Sky Sport/Screensport
Guatemala	ESPN INET	Venesuela	ESPN INET
Haiti	ESPN INET	Yugoslavia	Screensport

*Total 67 Countries / Territories*

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## EXHIBIT B

### MARLBORO GRAND PRIX OF NEW YORK CITY SCHEDULE BY DAY AUGUST 14, 1992

#### 1. MONDAY, APRIL 5 THRU THURSDAY APRIL 8, 1993

The traffic lights and street lights located on the concrete medians on West Street will be removed. They will be replaced with temporary signals and lights at locations to be determined.

The signals and lights will be removed in a sequential order running north to south.

#### 2. MONDAY, APRIL 5 THRU WEDNESDAY, APRIL 28, 1993

The temporary power and lighting needed for the construction staging area will be made available and installed (Parcel 22).

For purposes of the schedule, it has been assumed that Con Edison will provide a power source on both the east and west side of West Street, a specific location will be determined.

#### 3. MONDAY, APRIL 12 THRU WEDNESDAY, APRIL 14, 1993

The traffic lights and street lighting will be removed on Vessey Street, primarily at the junction of West/Vessey and Church/Vessey.

They will be replaced with temporary lights and signals, sequentially running east to west.

#### 4. MONDAY, APRIL 12 THRU FRIDAY, APRIL 30, 1993

The concrete median within the confines of the track will be removed, commencing Monday, April 12 at the northern extremity of West Street, progressing south.

The removal of the median will follow in a sequential order of West Street, Vessey Street, Church Street and Liberty Street.



**5. THURSDAY, APRIL 15 THRU TUESDAY, APRIL 20, 1993**

The traffic signals and street lights will be removed from Church Street and replaced with temporary, not only those within the track but also those impacting the grandstands on Church Street.

During this period any flag poles, signals, etc. will also be removed.

**6. WEDNESDAY, APRIL 21 THRU FRIDAY, APRIL 23**

The traffic signals and street lights will be removed on Liberty Street, between Church and West Street primarily at the junction of Church/Liberty and West/Liberty.

These signals and lights will be replaced with temporaries.

**7. MONDAY, APRIL 26 THRU FRIDAY, MAY 7, 1993**

Commencing Monday, April 26, the temporary barrier running within the track area on West Street and Vessey Street will be removed. The temporary barrier will be located in the construction staging area, or adjacent space until after the event.

The temporary barrier will be removed in stages, coordinating with New York City's Department of Transportation requirements for minimal impact on traffic flow.

**8. THURSDAY, APRIL 29 THRU FRIDAY, MAY 21, 1993**

The temporary lighting and task lighting will be installed on West Street, allowing the construction, delivery and preparation for the grandstands and pit row suites.

See Item 2 for power source.

**9. MONDAY, MAY 3 THRU FRIDAY, MAY 21, 1993**

Commencing Monday, May 3, the median demolished under Item 4 will be patched. The median will be patched in sequential order, West Street, Vessey Street, Church Street, Liberty Street, running in advance of the asphaltting to this area.

**10. MONDAY, MAY 3 THRU FRIDAY, JUNE 24, 1993**

The control fencing (safety/security fence) will be installed initially in areas where grandstands, pit rows, hospitality and paddock areas are located. The first area will be West Street, leaving Church Street to last. During this period the adaption needed to Parcels 22, 23, 24, 25, 26, 5A, 5B, 5C will be carried out.

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**11. MONDAY, MAY 10 THRU FRIDAY, MAY 21, 1993**

Asphalt West Street by D.O.T.

**12. MONDAY, MAY 17 THRU FRIDAY, JUNE 11, 1993**

The delivery of the concrete barrier will commence on the evening Monday, May 17, there will be a continual flow of trucks until June 11.

It is currently envisaged that the concrete barriers will be delivered into the construction staging area.

The asphalt to this area should ideally be complete.

**13. MONDAY, MAY 17 THRU MONDAY, JUNE 28, 1993**

The construction of the grandstands and pit row suites will commence May 17, grandstands 1, 2, 9, 10 and the pit row suites will begin first, followed by grandstands 3, 4, and 5.

**14. MONDAY, MAY 24 THRU FRIDAY, MAY 28, 1993**

Asphalt Vessey Street by D.O.T.

**15. MONDAY, MAY 24 THRU TUESDAY, JUNE 15, 1993**

Power and lighting supplied and installed to paddock area, (Parcel 25 and 26), see Item 2 for power source.

**16. TUESDAY, JUNE 1 THUR FRIDAY, JUNE 4, 1993**

Asphalt to Church Street by D.O.T.

**17. TUESDAY, JUNE 1 THRU FRIDAY, JUNE 4, 1993**

Installation of concrete barrier on the east and west side of West Street, against curb face only, all road junctions will be omitted until a later date.

Barriers will be installed sequentially on West Street, north to south on west side, south to north on east side.

**18. MONDAY, JUNE 7 THRU WEDNESDAY JUNE 9, 1993**

Installation of concrete barrier on the east and west sides of Church Street, against curb face only. All road junctions will be omitted until a later date.

Barriers will be installed sequentially on Church Street, south to north on west side and east side.

**19. MONDAY, JUNE 7, THRU FRIDAY, JUNE 11, 1993**

Asphalt to Liberty Street by D.O.T.

**20. MONDAY, JUNE 7 THRU FRIDAY, JULY 2, 1993**

Delivery of material and erection of grandstands 6, 7, 8 located on the west side of Church Street.

**21. THURSDAY, JUNE 10 THRU FRIDAY, JUNE 11, 1993**

Installation of the concrete barrier to the north and south sides of Vessey Street, against curb face only. All road junctions will be omitted until a later date.

Barriers will be installed sequentially on Vessey Street, east to west on north and south side.

**22. MONDAY, JUNE 14 THRU TUESDAY, JUNE 15, 1993**

Installation of concrete barrier to the north and south sides of Liberty Street, against curb face only. All road junctions will be omitted until a later date.

Barriers will be installed sequentially on Liberty Street, west to east on north and south side.

**23. MONDAY, JUNE 14 THRU TUESDAY, JUNE 22, 1993**

The debris fence, installed above concrete barrier to West Street, fence will be installed on curb side barrier first, forward by the barrier within the road on West Street.

**24. WEDNESDAY, JUNE 16 THRU MONDAY, JUNE 21, 1993**

Installation of barrier within road width of West Street, barrier must be placed in advance of debris fence above.

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**25. WEDNESDAY, JUNE 16 THRU TUESDAY, JULY 6, 1993**

Power and lighting supplied and installed to hospitality area (Parcels 5A, 5B, and 5C).

See Item 2 for power source.

**26. TUESDAY, JUNE 22 THRU FRIDAY, JUNE 25, 1993**

Installation of debris fence above concrete barrier to Church Street, fence will be installed on curb side barrier first, followed by the barrier within the road width of Church Street.

**27. WEDNESDAY, JUNE 23 AND THURSDAY, JUNE 24, 1993**

Installation of barrier within road width of Church Street, barrier must be installed prior to debris fence above.

**28. FRIDAY, JUNE 25 THRU MONDAY, JUNE 28, 1993**

Installation of debris fence above concrete barrier to Vessey Street, fence will be installed on curb side barrier first, followed by the barrier within the road width of Vessey Street.

**29. MONDAY, JUNE 28 THRU WEDNESDAY, JUNE 30, 1993**

Installation of barrier within road width of Vessey Street, barrier must be installed prior to debris fence above.

**30. MONDAY, JUNE 28 THRU FRIDAY, JULY 9, 1993**

The access gates to hospitality, paddock, vendor, exhibition areas, together with all crowd control gates installed.

**31. MONDAY, JUNE 28 THRU FRIDAY, JULY 9, 1993**

All manholes to be welded closed, those within track. Manholes can be welded in any sequence to suite New York City's Department Of Transportation requirements.

**32. TUESDAY, JUNE 29 THRU THURSDAY, JULY 1, 1993**

Installation of debris fence above concrete barrier to Liberty Street, fence will be installed on curb side barrier first, followed by the barrier within the road width of Liberty Street.

**33. FRIDAY, JULY 2 THRU THURSDAY, JULY 6, 1993**

Installation of barrier within road width of Liberty Street, barrier must be installed prior to debris fence above.

**34. FRIDAY, JULY 9, 1993**

All barriers and debris fencing omitted due to road junctions will be installed after 7:00 pm, Friday, July 9, and prior to 6:00 am, July 10.

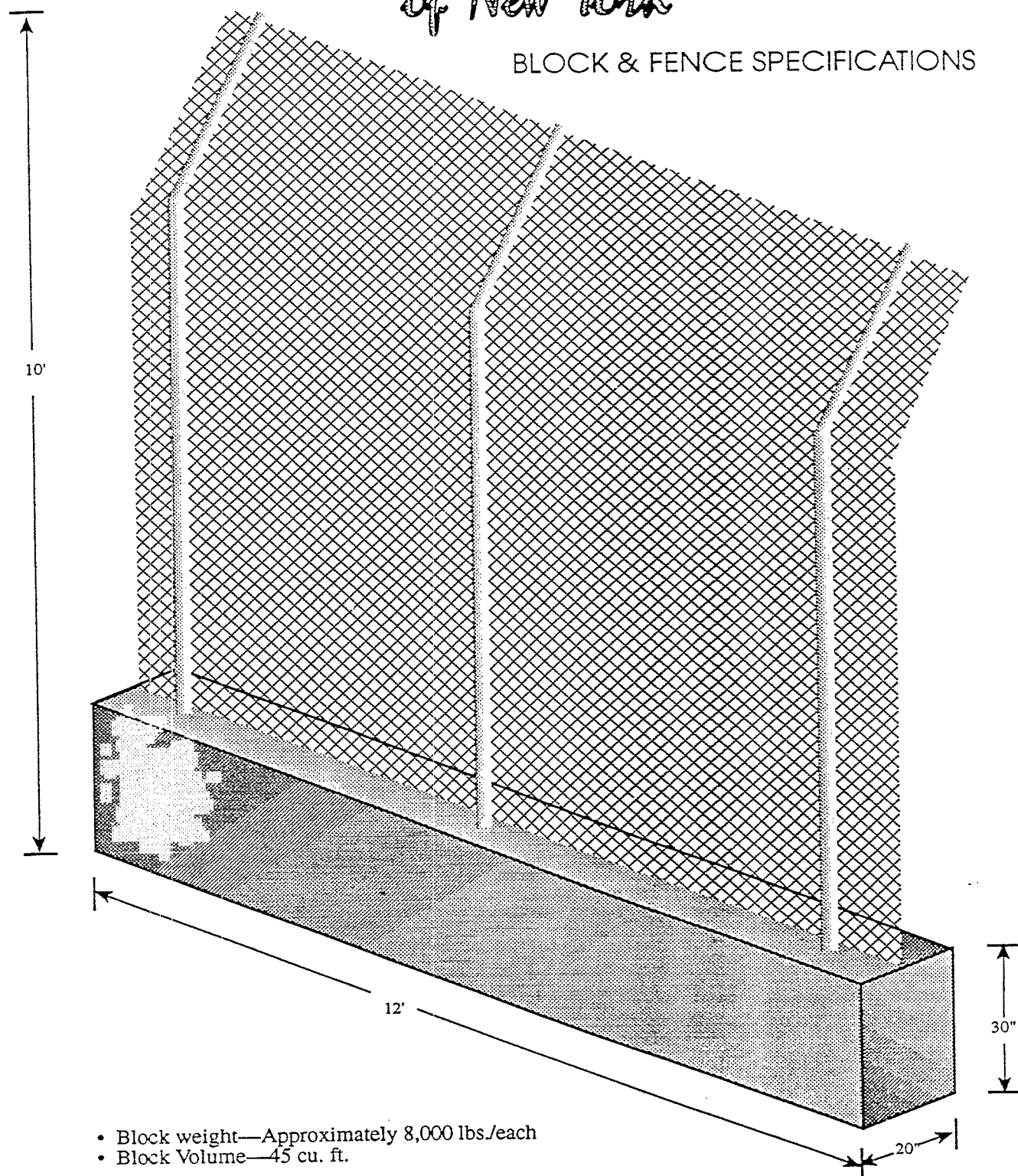
It may be that an Australian gate system will be introduced, details of this form are part of an ongoing development.

2040993012

EXHIBIT C

# Marlboro Grand Prix *of New York*

## BLOCK & FENCE SPECIFICATIONS



2040993013

PROMOTIONAL SCHEDULE

2040993014

Timeline

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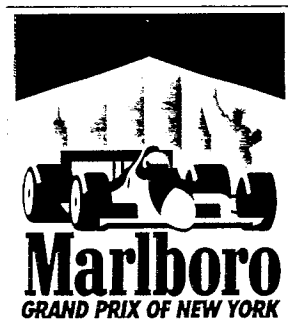


## *Race Marketing Timeline*

- October 1, 1992 - First Newsletter Produced
- October 15, 1992 - First Bulk Mailing of Ticket Brochures / Mailers
- November 1, 1992 - Past Meadowlands Season Ticket Holder Renewal Letter
- November 15, 1992 - Telemarketing for Box Seats
- December 1, 1992 - Second Newsletter Produced
- January 1, 1992 - Advertisements on Area Arena Message Center Boards
- February 1, 1992 - Third Newsletter Produced
- March 1, 1993 -  
Tickets On Sale  
Print Advertising Begins  
Second Bulk Mailing
- April 1, 1993 -  
Restaurant Promotions  
Fourth Newsletter Produced  
Outdoor Billboard Campaign
- May 1, 1993 - Distribution of Counter Cards and Posters by Philip Morris Retail Sales Staff  
Program Deadline
- May 15, 1993 - Third Bulk Mailing
- June 1, 1993 -  
Television and Radio Advertising Begins  
Fifth Newsletter Produced  
Retail Displays

**Schedule of  
Events**

**2040993017**



## **SCHEDULE OF EVENTS**

### **THURSDAY, JUNE 3, 1993**

New York Grand Prix Foundation Ball -- 7 p.m. to 10:30 p.m. (Ellis Island)

wed — Press Conf.

### **THURSDAY, JULY 8, 1993**

- MORNING - Hospitality Area Opens
- AFTERNOON - Fashion Show - Noon to 1:30 p.m.
- Concours d' Elegance (Hospitality Park)
- EVENING - "A Salute to the Royal Family of Monaco" Black Tie Dinner — 2  
7:00 to 10:00 p.m. - Winter Garden or Windows on the World

### **FRIDAY, JULY 9, 1993**

- AFTERNOON - Antique Car Auction 9:00 to 5:30 p.m. (Hospitality Park)
- Driver's Press Conference and Driver Autograph Sessions at  
World Financial Center and other locations throughout the City
- EVENING - Cocktail Reception - Meet the Stars - 6 p.m. to 8 p.m.  
(Atrium of 195 Broadway)



**SATURDAY, JULY 10, 1993**

- MORNING &    -    Marlboro Grand Prix Track Activities
- AFTERNOON    -    Race Time Trials
- Celebrity Mini Grand Prix Race
- Bicycle Messenger Race
- EVENING        -    "Marlboro Country Comes to Manhattan" - Country Western
- Harborside Barbecue with Drivers and Sponsors

**SUNDAY, JULY 11, 1993**

- MORNING &    -    Taxi Cab Competition
- AFTERNOON    -    Marlboro Grand Prix of New York



## Commuter Race

Date: TBD

This event will involve members of five Indy Car Teams in a race using only New York City Public Transportation (taxi, subway, bus).

Starting from the Hotel Millenium, each team will be given a specific destination in one of New York's five boroughs. The teams will then have to get to their destination and back using only tokens, a New York City subway map and a minimal amount of money. The winner will be the team that arrives back at the Millenium first.

Teams will be selected by a lottery from the group of teams willing to participate.

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**Grand Prix Foundation Ball**

**Thursday, June 3, 1993**

This evening will feature a formal dinner dance underwritten by Philip Morris for the benefit of the Grand Prix Foundation.

Invitees will include New York City officials and dignitaries, local celebrities, athletes, and business leaders, as well as race sponsors and their guests. Following dinner, there will be entertainment.

The Marlboro Grand Prix sales staff will undertake the sale of individual tickets to this event.

The Grand Prix Foundation will receive all proceeds after Philip Morris has recovered all event production costs.

**Date:** Thursday, June 3, 1993, 7:00 - 10:30 p.m. (All guests must be off the island by 10:30 p.m.)

**Location:** Ellis Island

**Ticket Cost:** \$1,000 / ticket

Organizers of this event are MMI and Philip Morris.



## **Concours d'Elegance**

### **Race Week**

Guernsey's, a world-renowned antique car auction house, will organize a Concours d'Elegance throughout race week.

Mint condition collector's cars will provide a stunning backdrop for the Hospitality Village.

This display will be highlighted by a classic car auction to be held on Friday, July 9, 1993. The invitees will include Guernsey's preferred client list as well as guests of Philip Morris.

**Date:** Friday, July 9, 1993

**Time:** 9:00-5:30 p.m.

**Location:** Hospitality Village

During this event one or two classic cars will be auctioned, with proceeds benefiting the Grand Prix Foundation. Cars to be auctioned will be previewed at the Ellis Island Benefit on June 3, 1993.

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**Fashion Prix-View Champagne Luncheon**

**Thursday, July 8, 1993**

The drivers and their wives will be featured in this unique Fashion Show and Champagne Luncheon situated in the Hospitality Village and highlighting fashions of the Marlboro Grand Prix's official retailer and clothing sponsors.

Fashion editors will be among the many invited guests.

**Hosted by:** Sponsor (retailer/manufacturer)

**Date:** Thursday, July 8, 1993

**Time:** 12:00 - 1:30 p.m.

**Location:** Hospitality Village

**Attendees / Invitees:** Marlboro Grand Prix Sponsors  
Hospitality Patrons  
Sponsor (retailer/manufacturer) Guest List

**Ticket Cost:** \$50.00

*fashion editors*

**Capacity:** 500 People

All production costs provided by fashion show sponsor.





**"A Salute to the Royal Family of Monaco"**

**Thursday, July 8, 1993**

This Black Tie Gala will honor Prince Rainier and the Royal Family of Monaco. Highlighting the recently established relationship between the Principality of Monaco and the City of New York, the evening will feature a formal sit-down dinner to be followed by entertainment.

**Hosted by:** Philip Morris

**Date:** Thursday, July 8, 1993

**Time:** 7:00 - 10:00 p.m.

**Theme:** Salute to Monte Carlo

**Location:** Windows on the World or The Winter Garden

**Attendees / Invitees:** Philip Morris Guest List  
Drivers, Owners  
City Officials

**Approximate Costs:**

**Food/Beverage:** \$300.00/per person

**Entertainment:** TBD

**Capacity:** 500 people



**Meet the Stars Cocktail Reception**

**Friday, July 9, 1993**

This cocktail party will be the official start of the Marlboro Grand Prix Weekend. Among those invited will be drivers and local celebrities.

**Date:** Friday, July 9, 1993

**Time:** 6:00 - 7:30 p.m.

**Location:** Atrium of 195 Broadway

**Attendees / Invitees:** Hospitality Patrons and Box Holders  
Press  
City Officials  
VIP's  
Drivers  
Local Celebrities



## **Bicycle Messenger Event**

**Saturday July 10, 1993**

This event will emphasize safety and skill among New York City Bicycle Messengers. The participants will ride through an obstacle course of parked cars, pedestrian cutouts, curbs, sidewalks, etc. Each entrant will have to pick up and drop off an assortment of packages throughout the course. Penalties will be assessed for the mishandling of any packages or knocked over obstacles.

To determine participants, a qualifying race can be held in Central Park approximately two months prior to the Grand Prix.

A Bicycle sponsor will be utilized to stage both the qualifying and main events.

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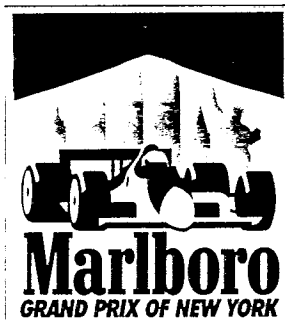
**Pro Celebrity Race**

**Saturday, July 10, 1993**

This will be the feature event on opening day of Race Weekend and will be hosted by a well-known personality such as Emerson Fittipaldi or Tom Cruise. The field will include ten participants driving 40 horse power Marlboro Mini Grand Prix Cars.

The host of this event will extend formal invitations to a list of celebrities, athletes and national media figures based in New York City. Such names can include David Letterman, Jane Pauley, Connie Chung, Pat Riley, Billy Joel, Lawrence Taylor, Tom Brokaw, Peter Jennings, and Regis and Kathy Lee.

Skip Barber will organize and implement this race.



**Marlboro Country Comes to Manhattan**

**Saturday, July 10, 1993**

This evening will feature a harborside barbecue in the Hospitality Village with foot-stomping music provided by Country-Western performers.

<b>Date:</b>	Saturday, July 10, 1993
<b>Time:</b>	6:00 - 10:00 p.m.
<b>Theme:</b>	Country/Western Barbecue, Informal dress
<b>Location:</b>	Hospitality Village
<b>Attendees / Invitees:</b>	Hospitality Patrons Sponsors Drivers, Owners

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### **Taxi Cab Competition**

**Sunday, July 11, 1993**

This event will be positioned as a competition requiring safety and skill among New York City Cab Drivers.

A "ball and saucer" apparatus will be attached to each entrant's vehicle. Each driver will be awarded a composite score. This will reduce speeds to safe levels while maintaining the elements of an exciting taxi competition.

For each cabbie to qualify for the right to compete in the event there are two options:

1. Stage a borough by borough competition in parking lots with the "ball and saucer" competition.
2. Invite "safe drivers" as recognized by the Taxi and Limousine Commission and determine 5 finalists (one from each borough) to qualify for the finals on race weekend.

Department of Transportation Commissioner Lou Riccio is presently in discussions with the Taxi and Limousine Commission to arrange their involvement with this event.

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# PROMOTIONS FOR THE 1993 MARLBORO GRAND PRIX OF NEW YORK

## MARLBORO SHOW CAR PROMOTIONS

The Marlboro Show Car will be scheduled for Promotional appearances through July of 1993. Locations will include, the following special events, sports

1. The Marlboro Challenge (October 3, 1992)
2. Nassau Coliseum Auto Show (October 15 - 18, 1992)
3. New York City Marathon (Finish Area) (November 1, 1992)
4. The New Haven Auto Show (November 6 - 8, 1992)
5. The Virginia Slims of Philadelphia (November 9 - 11, 1992)
6. The Auto Show at the Meadowlands Convention Center (November 1
7. The Virginia Slims Championships (November 16 - 22, 1992)
8. New York Auto Show (April, 1993)
9. Giants Stadium
10. Shea Stadium
11. Yankee Stadium
12. Brendan Byrne Arena
13. Madison Square Garden
14. Nassau Coliseum
15. Huntington Mall
16. Paramus Park
17. Woodbridge Mall
18. Willowbrook Mall
19. Staten Island Mall
20. Garden State Plaza Mall

Brochure distributed?

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# PROMOTIONS FOR THE 1993 MARLBORO GRAND PRIX OF NEW YORK

## MARLBORO SHOW CAR PROMOTIONS

The Marlboro Show Car will be scheduled for Promotional appearances throughout the remainder of 1992 and through July of 1993. Locations will include, the following special events, sports venues, and local malls:

1. The Marlboro Challenge (October 3, 1992)
2. Nassau Coliseum Auto Show (October 15 - 18, 1992)
3. New York City Marathon (Finish Area) (November 1, 1992)
4. The New Haven Auto Show (November 6 - 8, 1992)
5. The Virginia Slims of Philadelphia (November 9 - 11, 1992)
6. The Auto Show at the Meadowlands Convention Center (November 12 - 15, 1992)
7. The Virginia Slims Championships (November 16 - 22, 1992)
8. New York Auto Show (April, 1993)
9. Giants Stadium
10. Shea Stadium
11. Yankee Stadium
12. Brendan Byrne Arena
13. Madison Square Garden
14. Nassau Coliseum
15. Huntington Mall
16. Paramus Park
17. Woodbridge Mall
18. Willowbrook Mall
19. Staten Island Mall
20. Garden State Plaza Mall

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- 21. Riverside Square Mall
- 22. Stamford Town Center
- 23. Danbury Fair Mall
- 24. Roosevelt Field
- 25. South Shore Mall
- 26. Green Acres Shopping Center
- 27. Kings Plaza Mall
- 28. Secaucus Outlet Centers
- 29. County Center Mall
- 30. White Plains Shopping Centers
- 31. Galleria Mall
- 32. Woodbury Commons

Each Promotion will be hosted by Marlboro Grand Prix Race Personnel. Informational handouts and promotional items will be distributed to create a festive atmosphere. Contests will be organized at each site featuring prizes such as trips to the Indy 500, MGP tickets, and racing merchandise. Contestants will be required to complete forms for entry so that names are accumulated for the MGP master mailing list.

## BAR NIGHTS / RESTAURANT PROMOTIONS

Bar Nights promoting The Marlboro Grand Prix of New York will be scheduled in the Spring of 1993 to help build awareness of the race and promote upcoming special events surrounding the race. Each Bar Night will include promotional item giveaways, competitions for race related prizes, and provide information about the sport of auto racing.

The following is a partial list of the projected venues:

1. Ed Morans
2. Sfuzzi's
3. Various Hamptons Venues
4. Various Jersey Shore Venues
5. China Club
6. Planet Hollywood
7. Hard Rock Cafe
8. Sports
9. Polo Grounds
10. Cowgirl Hall of Fame
11. OutBack
12. Amsterdams
13. High Life
14. Yellow Rose
15. Eddies
16. Amici Mi
17. South Street Seaport
18. Wunderbar
19. Harrys
20. Black Bass

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## MARLBORO GRAND PRIX NEWSLETTER

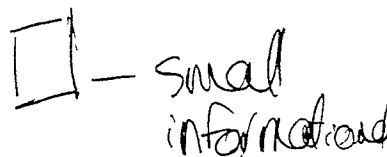
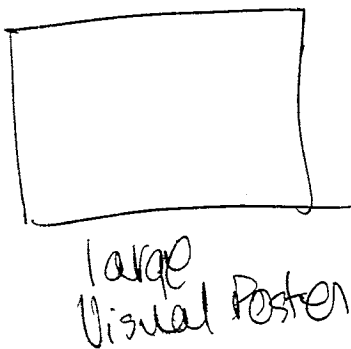
The Newsletter will premier in October of 1992 and will be produced bi-monthly leading up to the race. Each issue will contain a feature story on a participating driver, and a section on new sponsors. A calendar of events will appear in each issue and list activities including show car promotional appearances, bar nights, a calendar of upcoming Indy Car Races, and metropolitan area promotions. The Newsletter will also feature operational plans, as well as messages from city officials and civic leaders. It will be sent to all tri-state area press ticket buyers, sponsors, and all appropriate national and local publications and media outlets.

### PROMOTIONAL MATERIALS (i.e. Counter Cards, Posters, Dangers)

City-wide distribution of counter cards, posters and dangers will be undertaken during the spring of 1993. Thousands of promotional items will be distributed to local supermarkets, delis, drug stores, bodegas and newsstands by the Philip Morris Sales Force. Also targeted will be establishments in the World Trade Center, The World Financial Center and numerous lower Manhattan Area retailers.

The total number of materials to be distributed will be as follows:

- a. Counter Cards - 5,000
- b. Posters - 1,000
- c. Dangers - 3,000



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## MARLBORO GRAND PRIX NEWSLETTER

The Newsletter will premier in October of 1992 and will be produced bi-monthly leading up to the race. Each issue will contain a feature story on a participating driver, and a section on new sponsors. A calendar of events will appear in each issue and list activities including show car promotional appearances, bar nights, a calendar of upcoming Indy Car Races, and metropolitan area promotions. The Newsletter will also feature operational plans, as well as messages from city officials and civic leaders. It will be sent to all tri-state area press ticket buyers, sponsors, and all appropriate national and local publications and media outlets.

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## TICKET BROCHURE

There will be three separate mailings of the Marlboro Grand Prix Ticket Brochure beginning in October of 1992. In total, over 3,000,000 ticket brochures will be distributed.

This distribution will consist of the following:

1. DIRECT MAIL TO:
  - a. Past Marlboro Grand Prix ticket buyers
  - b. Area Automobile Race Club Members
  - c. Magazine Subscription Lists from publications such as Car and Driver, Road and Track, etc.
  - d. Virginia Slims Championships Ticket Buyers
2. TRI-STATE DISTRIBUTION BY PHILIP MORRIS SALES FORCE AND MARLBORO GRAND PRIX STAFF
3. INCLUSION AS STATEMENT STUFFERS IN:
  - a. Bank Statements
  - b. Credit card statements
  - c. Oil company statements
  - d. Automotive sponsor mailings
  - e. Cable company statements
  - f. Magazine Inserts

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## RACE INFORMATION PRESENTATIONS

Presentations will be made during late 1992 and throughout 1993 to numerous Auto and Racing Clubs throughout the tri-state area. Each presentation, aimed at increasing the level within the local sports community, will focus on the upcoming race as well as

The forums for these presentations will include:

1. Madison Avenue Chowder Society
2. SCCA - Tri-state area
3. Performance Driver Association
4. Porsche Auto Club
5. BMW Auto Club
6. Bonnet and Boot
7. International Motor Sports Press Association
8. Skip Barber Racing School
9. Corvair Society of America
10. Empire Motor Sports Club
11. Ferrari Club of America
12. Jaguar Owners Club
13. Aston Martin Owners Club
14. Poughkeepsie Sports Car Club
15. Vintage Sports Car Club of America

who presents —  
Visuals/Plays —

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## RACE INFORMATION PRESENTATIONS

Presentations will be made during late 1992 and throughout 1993 to numerous Auto and Racing Clubs throughout the tri-state area. Each presentation, aimed at increasing the level of enthusiasm and awareness within the local sports community, will focus on the upcoming race as well as the surrounding special events.

The forums for these presentations will include:

1. Madison Avenue Chowder Society
2. SCCA - Tri-state area
3. Performance Driver Association
4. Porsche Auto Club
5. BMW Auto Club
6. Bonnet and Boot
7. International Motor Sports Press Association
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13. Aston Martin Owners Club
14. Poughkeepsie Sports Car Club
15. Vintage Sports Car Club of America

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ARENA MESSAGE CENTER BOARDS

Advertisements promoting the Race will be placed on all local arena message cent  
of 1993. These venues will include:

1. Madison Square Garden
2. Nassau Coliseum
3. Brendan Byrne Arena
4. Giants Stadium
5. Shea Stadium
6. Yankee Stadium
7. World Trade Center
8. World Financial Center
9. Bridge and Tunnel Crossings (Port Authority)
10. Major Thoroughfares - LIExpressway, Garden State Pkwy, NY Thru
11. Penn Station

These advertisements will include other arena cross-promotions such as ticket discounts, program  
advertisements, and public address announcements.

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## ARENA MESSAGE CENTER BOARDS

Advertisements promoting the Race will be placed on all local arena message center boards beginning in January of 1993. These venues will include:

1. Madison Square Garden
2. Nassau Coliseum
3. Brendan Byrne Arena
4. Giants Stadium
5. Shea Stadium
6. Yankee Stadium
7. World Trade Center
8. World Financial Center
9. Bridge and Tunnel Crossings (Port Authority)
10. Major Thoroughfares - LIExpressway, Garden State Pkwy, NY Thruway, NJ Turnpike
11. Penn Station

These advertisements will include other arena cross-promotions such as ticket discounts, program advertisements, and public address announcements.

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### CALENDAR LISTINGS

The Marlboro Grand Prix event dates will appear in all New York City agency New York City Calendar listings including City Guide, New York Magazine, et also be listed in city-wide festival and fair calendars, and all calendar listings for Visitors Bureau. It is estimated that the total number of listings will be in excess

### BANNERS

Banners promoting the Marlboro Grand Prix will be hung throughout New York strategically placed to provide high visibility and generate race interest.

Locations for these banners will include some of the following:

1. Madison Square Garden
2. Times Square
3. Wall Street (Exchange Place)
4. Grand Central Station
5. All Local Airports

### MOVIE THEATRE TRAILERS

A short promotional video will be produced and supplied to local New York City movie theaters to run as a trailer prior to each feature length movie. This piece will give the audience an exciting preview to the upcoming race and provide information on participants, viewing areas, ticket sales, etc.

Theaters to participate in this promotion include some of the following:

1. Loews
2. Cineplex Odion
3. United Artists

Special  
banners  
in 1991  
Marlboro  
Grand Prix

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## CALENDAR LISTINGS

The Marlboro Grand Prix event dates will appear in all New York City agency calendar listings as well as other New York City Calendar listings including City Guide, New York Magazine, etc. The Marlboro Grand Prix will also be listed in city-wide festival and fair calendars, and all calendar listings for the New York Convention and Visitors Bureau. It is estimated that the total number of listings will be in excess of 100.

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Banners promoting the Marlboro Grand Prix will be hung throughout New York City. Each banner will be strategically placed to provide high visibility and generate race interest.

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## MASS TRANSIT PROMOTIONS

An extensive promotion for the race will be undertaken with tri-state mass transit authorities. Discounted tokens or passes can be provided to race ticket holders to stimulate ticket sales as well as promote the use of public transportation. These promotions will be incorporated into transit advertising produced by the MGP and advertising produced by the respective transit authorities. In addition, these promotions will be publicized through inclusion in transit newsletters and brochures distributed to commuters.

Mass transit authorities include the following:

1. Metropolitan Transit Authority
2. Long Island Railroad
3. Metro North
4. New Jersey Transit
5. Amtrak
6. Lakeland Bus Lines

T.B.D.

### CONCIERGE PROMOTIONS

Concierges at all major New York City hotels will be contacted to distribute race information. Race merchandise, brochures and counter cards will be provided to each hotel and concierges will be offered access to purchase choice race tickets for hotel guests. Preparation for this promotion will begin in April, 1993 and it will be undertaken as of June 15, 1993..

### TRAIN STATION PROMOTIONS

Major train stations in the tri-state area such as Stamford, CT and Summit, NJ will be targeted for special promotions beginning June 15, 1993. These promotions will consist of the complimentary distribution to commuters of food and merchandise from various race sponsors such as newspapers, coffee, etc. Race brochures will also be distributed and a contest will be organized to build names for the master mailing list

### SPORTS PHONES

Informational sports phone lines will be contacted to arrange for promotional information to be available on their various message tapes. Sports phones 1

1-800 #  
ON ADV.

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Concierges at all major New York City hotels will be contacted to distribute race information. Race merchandise, brochures and counter cards will be provided to each hotel and concierges will be offered access to purchase choice race tickets for hotel guests. Preparation for this promotion will begin in April, 1993 and it will be undertaken as of June 15, 1993..

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### SPORTS PHONES

Informational sports phone lines will be contacted to arrange for promotional information to be available on their various message tapes. Sports phones lines are provided by USA Today, Sportsphone Live, and Shadow Traffic.

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Media  
Schedule

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## PRINT ADVERTISING SCHEDULE

### NEWSPAPER ADVERTISEMENTS

The Marlboro Grand Prix newspaper Advertisements will include:

1. The New York Times - Twenty-four Quarter Page Ads beginning approximately March 1, 1993.  
↑ 12 1/2 Page
2. A special New York Grand Prix supplement which will highlight Race week activities to be produced by the New York Times on Sunday June 27, 1993.

### SECONDARY NEWSPAPERS

A print advertising schedule which will commence March 1, 1993 is projected to include the following newspapers (# of advertisements per newspaper to be decided at a later date).

1. New York Post
2. New York Newsday
3. Long Island Newsday
4. Daily News
5. USA Today
6. Wall Street Journal
7. Parade - Sunday Supplement

### OTHER NEWSPAPERS

1. Newark Star Ledger
2. Bergen Record
3. Village Voice
4. Gannett Westchester
5. Greenwich Times
6. Stamford Advocate
7. Staten Island Advance

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8. Morristown Daily Record
9. Penny Saver
10. Downtown Express
11. Asbury Park Press
12. New Jersey Home News
13. Woodbridge News - Tribune

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